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# Task Force on Labour Relations

## Study No. 17

### Management's Views of Union - Management Relations at the Local Level

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Privy Council Office  
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**TASK FORCE ON LABOUR RELATIONS**  
(under the Privy Council Office)

**STUDY NO. 17**

**MANAGEMENT'S VIEWS OF UNION —  
MANAGEMENT RELATIONS  
AT THE LOCAL LEVEL**

BY

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OTTAWA

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The studies of the Task Force on Labour Relations  
represent some of the research carried out under  
contract. The Task Force members do not necessarily  
agree with the observations and opinions expressed  
in these studies.

## FOREWORD

This is an age of turmoil and discontent between people and institutions. This discontent and disagreement has shown itself on a large scale in such wars as Korea and Vietnam, on a lesser scale in terms of civil desobedience and mass demonstrations within the universities and also on a significant, albeit quieter form, between management and the various unions. The study reported on the following pages deals with union-management relations at the local level. It particularly focuses on the way management views these relationships and the situational variables that are related to them.

It is rather interesting to note that given the financial and social cost of union-management dislocation and disagreement in the past, there have been very few studies that have focused on union-management relations. Few researchers have concerned themselves with the types of relationships that unions and management people could develop; that is to say, there has been little done to better understand which factors lead to cooperative relationships between unions and management as opposed to conflict-type relationships between unions and management.

Probably the major reason that researchers have not focused extensively on understanding these relationships is that those involved in union-management relationships are much more action-oriented. Rather than systematically studying a problem and recording some alternative solutions to this problem for students and practitioners to read and learn by, those involved in union-management relationships take the action that they think most appropriate. They prefer to do something in a concrete way and observe the consequences rather than study a situation in greater depth and deduce alternative courses of action.

The action orientation of union-management people is probably a function of their training and daily activity. Either as management decision-makers or as union organizers they are much more concerned with achieving a particular end in an action sense rather than understanding a situation. In addition, the negotiation process, which is a very action-oriented type of relationship, reinforces concern for immediate action rather than analysis of any depth followed by suggestions for action.

As companies and union organizations have increased in size, and with the additional turmoil of our times, it has become necessary to analyse situations in greater depth before taking action. In previous years where both the company and the union had a smaller impact on society in general and on the industry that they were in, we could all afford impetuous courses of action. The time has come in which analysis must supersede an action orientation. We must all be more concerned with understanding a total situation and the unrest in industry rather than moving from one fire to another.

In the 70's, and to be sure even in the late 60's, a pragmatic error in a given industry could have serious ramifications on other industries.

For example, the settlement of the longshoremen's strike had a profound effect on negotiations in numerous other industries. Consequently, we must avoid the tunnel vision of viewing only a piece of a situation and quickly moving into action to solve that situation in and of itself. We must focus more fully on the large picture and see the implications of any of our actions for the greater society in which we exist.

It is my opinion that the manner in which the Task Force carried out its responsibilities regarding labour relations as designated by the Prime Minister was excellent in terms of the number of studies that it generated. I feel that the studies they commissioned will contribute a great deal of understanding to what is going on in the labour relations scene in the 70's. It is critical that we have this understanding so that it can stimulate the action that those on the firing line will take. To that end, the study incorporated in this publication focused on union-management relationships at the local level.

There were a number of people involved in completing this study. Gerhard Bielert, David Burgoyne and Conrad Johnson carried out most of the field work. Fred Siller contributed significantly in categorizing the data and developing a computer program for its analysis. Dorothy Mikalachki was particularly helpful in making the study readable by performing a major and excellent editorial job on the rather indecipherable drafts passed on to her. Although the authors are very much indebted to the above for their assistance, it is the authors alone who are responsible for whatever errors may be found in this study.

London, Ontario  
April 1970

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TABLE OF CONTENTS

	<u>Page</u>
Foreword	v
CHAPTER I - INTRODUCTION	1
CHAPTER II - METHODOLOGY	5
The Research Design	6
Phase I - The Structured Interviews	7
Phase II - The Mail Survey Questionnaire	12
(a) Hypotheses Tested	16
(b) Factors Associated With The Four Types of Relationships	19
CHAPTER III - FINDINGS	23
Findings Regarding Hypothesis-Testing	23
Summary	33
Findings Regarding the Four Types of Relationships	35
A. The Coactive Relationship	36
B. The Accommodative Relationship	38
C. The Compromise Relationship	40
D. The Combative Relationship	42
Summary	45

		<u>Page</u>
CHAPTER IV	- CONCLUSIONS	47
	References	54
APPENDIX A	- Structured Interview Questionnaire	57
APPENDIX B1	- Mail Survey Questionnaire - English	71
APPENDIX B2	- Mail Survey Questionnaire - French	79
APPENDIX C	- Short Form Questionnaire and Analysis	87
APPENDIX D	- Factor Analysis - Four Types of Relationships	89
APPENDIX E	- Résumé en français	95



## CHAPTER I

### INTRODUCTION

The period since World War II has brought about significant changes in both the institutions and the processes in which labour-management relationships develop. The economics of increasing productivity have resulted in a rapid move to larger business units. Concomitantly, unions as well as governments have assumed a more centralized and bureaucratic posture. The complex task of negotiating many labour contracts has caused some parties to engage the services of specialists, and while much interaction continues at the local level, its content is often restricted by policies emanating from centralized groups.

A great deal has been written about the achievement of an effective union-management relationship.1/ Authors have developed descriptive theories defining the continuum of relationships2/ and proffering limited explanations of the causes and effects of movements over the range typically encompassed by conflict and cooperation. With few exceptions these theories are "macro" in their approach. They have evolved from

the study of industry bargaining, or the negotiation of pattern-setting or master contracts.

Many research studies have viewed the collective bargaining relationship without specific concern for the level of operation at which it takes place. In fact, many writers on the subject implicitly assume that relations at the local level do not significantly affect the ultimate relationship between management and union. However, one could assume that the most significant relationship between management and the union is the one manifest at the local level during the course of daily interactions. Although we do not wish to debate the issue, we have chosen to focus our study on the type of union-management relations that exist at the local level and the factors that are associated with these relations.

Two factors dictated the design and focus for this study. First, because there is considerable documentation on the corporate point of view,<sup>3/</sup> this study was designed to investigate labour relations at the local level. Secondly, because strife appeared to be one of the undesirable factors emerging in the system,<sup>4/</sup> the study included an investigation of some of the characteristics associated with conflict, and of course, cooperation at the local level. In fact, the study delved most thoroughly into this second aspect, justified in part by the researchers' assumption that some empirical knowledge about those factors most often associated with cooperation and conflict would be both useful knowledge to the field and pertinent

in any policy deliberations that the task force might choose to undertake.

Originally we planned to deal only with the cooperation - conflict relations between union and management. However, preliminary analysis of the data resulted in an unexpected finding regarding the relationship between cooperation - conflict and consultation - non consultation. We expected to find that cooperation companies would exhibit a high degree of consultation between union and management, and conflict companies would exhibit a low degree of consultation. As the data was analysed, we found that this relationship was not as simple as it originally appeared; consequently, a more intensive investigation was undertaken. The investigation dealt with the four viable relations which resulted from cross-classifying the consultation continuum with the cooperation continuum.

Due to time and personnel constraints our study dealt only with management's views of existing relations at the local level. The purposes of the study can be succinctly stated as follows:

- i) To provide a description of existing salient union-management relationships in Canada.
- ii) To determine the potentially causal factors which are associated with the relationships determined in i above.
- iii) To present views which will initiate further study and provide a basis for action.



## CHAPTER II

### METHODOLOGY

The voluminous literature of labour relations is consistent in one respect: it lacks empirical studies investigating the problems of the existing labour relations situation. Of the few available empirical studies, most are of the case analysis type, where the investigator selects a particular company or incident for investigation in some depth. Given that single incident or company, he endeavours to generalize his findings.

A major portion of the literature deals with the views of those experienced in labour relations as consultants, businessmen or members of labour organizations. Here too, although the experiences involved competent people grounded in the field of labour relations, the outlook is often restricted to one segment of the economy or to experience within one organization, severely limiting the applicability of suggested courses of action.

It is not our intention to deprecate the efforts of those who have documented these avenues of labour relations

experience. However, while these are valuable contributions to the field, there is a need for studies using a large number of organizations to facilitate the generalization of some useful labour relations hypotheses. Such a study was attempted, and the findings are presented in this report.

It should be emphatically noted that this was a correlational study. That is, while the study deals with various factors that correlate with either cooperation or conflict, we can only infer theoretical causal relationships, for there is no justification in the methodology used to state explicitly that such a relationship exists. At best, we can say that a particular factor appears to relate to cooperation or conflict, but we cannot say that it is causing cooperation or conflict. It could be either a cause or a consequence of cooperation and conflict. An experimental study is needed to determine whether a variable is causal or not. Such a study requires manipulation of the independent variable to determine its effect on the dependent variable. The measured consequences of this independent variable manipulation provide the only basis upon which a declared causal relationship could be based. Such manipulation of the independent variable is outside the scope of this study. In place of this, our project was a hypothesis-testing study and a hypothesis-generating study.

#### THE RESEARCH DESIGN

The study was designed in two major phases. The first phase centered around a structured interview carried out

with 79 management and union representatives. The primary purpose of the structured interviews was to develop a questionnaire which could be mailed to a large number of companies.

The second phase of the study involved a questionnaire which was developed from the structured interviews. The questionnaire was mailed to approximately 1,000 companies. Each company was asked to have the questionnaire completed by the individual most familiar with the union-management relationship at the local level. Companies who typically submit data from a central or head office were requested to forward the questionnaire to the plant level for completion. The data obtained from the mail survey provided the basis for the analysis and conclusions presented in this report.

The study objectives dictated the research instruments and techniques employed. Time constraints made some technique modifications mandatory: sample sizes were limited, extensive instrument-testing restricted, and mail survey returns were cut off to meet project deadlines. Time limitations were a major factor in selecting the survey technique to obtain the information. Some methods, such as detailed case studies of companies in a wide variety of industries, were deemed impractical with available resources and time constraints.

#### Phase I - The Structured Interviews

The questionnaire used in the structured interviews drew on a number of sources. Originally, tests were conducted

in the London and Toronto areas using an instrument developed by Derber et al. in their studies of the local union-management relationship.<sup>5/</sup> The Derber questionnaire, which contained approximately 150 items, was extensively tested and later revised to make it more applicable to our study. Responses to the revised instrument were gathered, and further deletions and revisions were made, along with some additional questions, to suit the objectives of the study. The final questionnaire, containing 87 questions, was posed to a management and a union representative in each of the 79 companies contacted.

The structured interviews were designed to serve four purposes in the survey. These were:

- i) To determine if the management and union representatives held similar attitudes, opinions and perceptions toward the key issues in their common relationship. Since the study intended to survey only the management side of the relationship by mail, it was thought that some similarity of perceptions between the two groups might allow some inferences to be made from the mail survey about both sides of the relationship.
- ii) To serve as a pretest for the mail survey questionnaire.
- iii) To provide detailed information for the development of hypotheses and the analysis of techniques used for examining the mail survey data.
- iv) To provide both management and labour with some opportunity to offer unsolicited comments on many aspects of the labour-management relationship that concerned them.

Initially, all participants were contacted by telephone. In this way schedules were arranged to minimize the

need for return calls. Four interviewers were used in the survey which covered companies in all ten provinces. Each interviewer received his training during the development and testing of the questionnaire and each participated in the process of questionnaire revisions.

The interviews required approximately one hour with each of the two participants from every establishment. The participants were interviewed privately. At the conclusion of the structured portion of the interview each participant was asked to comment on the questionnaire, the Task Force on Labour Relations and its purpose, or any other labour subject which he felt was important.

Since the number of interviews that could be conducted was limited by the time available, it was necessary to structure the sample to obtain a broad cross-section of establishment size, industry and area representation. Establishments were divided into two size groups, those of more and less than 399 employees. The sample included companies from each of the five economic areas in Canada (Figure 1) and was further divided to include establishments from four Dominion Bureau of Statistics industry classifications (Figure 2). In addition an attempt was made to insure that the sample included establishments with a wide range of union-management relationships. In all, 79 pairs of structured interviews were conducted. Some cases involved companies with more than one union; where this occurred, the major union was interviewed, although it was sometimes necessary to meet with each union president.

Figure 1

Sample by Economic Area

	Atlantic Provinces	Quebec	Ontario	Prairie Provinces	British Columbia
Sample Size	9	18	33	10	9

Figure 2

Sample by Industry Classification

	Manufacturing	Transportation	Utilities	Trade & Finance	Service
Sample Size	60	4	4	6	5

Two general categories of data were obtained: the information resulting from the open-end questions, and the data derived from the structured portion of the questionnaire. The data resulting from the structured portion of the interview questionnaire was analysed in a number of ways using several statistical methods. Among other things, this analysis resulted in two measurement scales: (a) cooperation - conflict and (b) consultation - non consultation.

Since our study focussed on union-management relations, the development of a conflict - cooperation scale was critical. In our study, cooperation and conflict reflect

management's view of the relationship developed between management and labour primarily during periods of potential crises such as negotiations and grievances. They are defined as follows:

Cooperation

Characterized by both parties addressing problems as they arise and endeavouring to solve them without being restricted by the contract or resorting to third party involvement.

Conflict

Characterized by threats of extreme action by the union and endeavours to solve problems by imposing contractual provisions and resorting to third party involvement.

Operationally, conflict and cooperation were measured by questions 59, 61, and 70 in Appendix A. The method of item-total correlation was used to select the items which make up the conflict - cooperation scale. The inter-correlation of the selected scale items is shown in Figure 3. A product moment correlation of .27, which is significant at the 1% level, reflects the internal reliability of the scale. The developed scale served as the basis for testing a number of hypotheses regarding factors associated with conflict and cooperation. These hypotheses were developed from a detailed analysis of the structured interview data plus the experience of the researchers. The hypotheses are stated later on in this section of the report.

Figure 3  
Cooperation - Conflict Correlations

Question Number	59	61	70
59	1.00	.40	.14
61	.40	1.00	.25
70	.14	.25	1.00

Phase III - The Mail Survey Questionnaire

To get representative coverage of a wide range of establishments on a national basis, we used a mail survey instrument. Much of the testing and development of the questionnaire used in the survey was made possible by the work which emerged from the structured interviews.

After approximately 40% of the structured interviews were completed, work on the mail survey instrument began. Questions which appeared difficult to understand, and those which resulted in misunderstandings or ambiguous answers were deleted. Also, questions which were originally intended as part of the conflict - cooperation scale but which did not correlate with other questions in the scale were removed. Thus, the mail survey questionnaire contained only 75 questions, or 12 less than the interview instrument on which it was patterned. The responses to some questions are not included in our findings. Two

major reasons account for this: (i) The responses were ambiguous and (ii) the analysis which evolved for the study did not include the need for some responses.

The questionnaire developed for the mail survey was further tested in Western Ontario with two sets of questionnaires for ten establishments. After each set of test questionnaires was returned (9 of 10 on the first mailing, 10 of 10 on the second mailing), further modifications were made. With the results of these tests and the feedback from the structured interviews being conducted at the same time, the mail questionnaire took its final design (Appendices B1 and B2).

Since the study was concerned with a national problem, we had the mail questionnaire translated into French (Appendix B2), and copies in both languages were mailed to all Quebec companies. The information received from Quebec, as well as making up part of our national study, was forwarded to the Laval University research group responsible for the Quebec study.

The questionnaire package contained a coded questionnaire, a letter of explanation, and a stamped, self-addressed envelope. The initial mailing was made between July 20 and July 31, 1967, with a follow-up mailing completed by September 9, 1967. Approximately 1200 questionnaires were delivered with a return expectation of 50% with follow-up. Due to the project deadlines, we began processing the data after 350 questionnaires were returned in order to test the initial computer programs for analysis.

The letter of explanation described the purpose of the study and how the data was to be used, and assured anonymity to all who responded to the questionnaire. A follow-up letter with additional questionnaires requested responses of those who had not returned the initial mailing.

Finally, a short-form questionnaire (Appendix C) was mailed to a sample of companies (78) who failed to respond to the previous two requests. This questionnaire contained three questions, designed to give the research group some assurance that the non-respondents did not vary significantly from the group that had responded. The sample was selected randomly from those companies which had not responded as of November 1, 1967. Of the 78 questionnaires mailed out, 53 were completed and returned, and 7 of the original questionnaires were returned. Analysis of the short-form data is found in Appendix C.

Selection of a sample for the mail survey was limited from the outset by two constraints: (i) companies of more than 100 employees, and (ii) companies with a formal labour - management relationship.<sup>6/</sup> A list meeting the requirements of these constraints was provided to the research group by the Federal Department of Labour. Because of our focus on local relationships, we deleted where possible head office or corporate office listings. The final sample of 1200 plant locations represented six Dominion Bureau of Statistics industry categories in all regions of Canada (Figures 7 and 8).

Figure 7

Sample Breakdown by Industry - Mailing List

Industry	Manufacturing	Service & Trade	Construction & Mining	Utilities	Rails & Transportation
Percent	74%	8%	10%	3%	5%

Figure 8

Sample Breakdown by Region - Mailing List

Region	Atlantic Provinces	Quebec	Ontario	Prairie Provinces	British Columbia
Percent	6%	21%	55%	8%	10%

The returns by industry and region are shown in Figures 9 and 10.

Figure 9

Sample Breakdown by Industry - Returns

Industry	Manufacturing	Service & Trade	Construction & Mining	Utilities	Rails & Transportation
Percent	79%	6%	8%	3%	4%

Figure 10

Sample Breakdown by Region - Returns

Region	Atlantic Provinces	Quebec	Ontario	Prairie Provinces	British Columbia
Percent	7%	19%	57%	7%	10%

The sample originally contemplated was reduced somewhat since a number of multiplant companies submitted only one questionnaire. Since it was our intent to survey local relationships, the plants submitting data in this format were deleted from the data analysis. Of the 1200 questionnaires sent out, 740 completed returns were received and used as the mail survey sample.

The data obtained from the questionnaires was analysed in two ways. First, a set of hypotheses were tested by means of a Chi Square analysis technique. Second, we used a difference of means test to denote which characteristics were associated with four types of union-management relationships which we labelled Coactive, Accommodative, Compromise, and Combative.

(a) Hypotheses Tested

The hypotheses, with a brief statement of the assumptions on which they are based, are as follows:

Hypothesis 1 THE LARGER THE COMPANY (Q1), <sup>7/</sup> THE MORE LIKELY THE EXISTENCE OF A CONFLICT RELATIONSHIP.

Assumption Larger companies will have significantly greater communication problems within the organization. These problems will tend to develop an estrangement between union and management resulting in poor communication, which will, in time, lead to a conflicting relationship.

Hypothesis 2 THE FEWER THE NUMBER OF UNIONS (Q3) A COMPANY MUST DEAL WITH, THE MORE LIKELY THE RELATIONSHIP WILL BE ONE OF COOPERATION.

Assumption Where there is more than one union representing the employees of a company, the result is one of a conflicting relationship arising primarily from the need for management to reach agreement with a variety of representatives on some goals that could affect all of their employees.

Hypothesis 3 THE MORE MATURE THE UNION-MANAGEMENT RELATIONSHIP (Q14) THE MORE LIKELY IT WILL BE ONE OF COOPERATION.

Assumption The more mature the union, that is, the longer the duration of the union-management relationship, the more it will tend to develop a cooperative relationship with management. This relationship will be the result of experience by both parties regarding what courses of action are feasible within various conditions.

Hypothesis 4 THE GREATER THE INDEPENDENCE OF THE ORGANIZATION FROM OUTSIDE CONTROL (Q5,11,18,20,23), THE MORE LIKELY THE UNION-MANAGEMENT RELATIONSHIP WILL BE ONE OF COOPERATION.

Assumption      Organizations which are independent from external factors such as parent companies are in a better position to develop a cooperative relationship. These organizations can focus on the local problems and can handle those problems with only limited concern for the effect on organizations many miles away from the situation.

Hypothesis 5    A RAPID EXPANSION OF AN ORGANIZATION WILL FOSTER A CONFLICT RELATIONSHIP BETWEEN UNION AND MANAGEMENT (Q13).

Assumption      The problems of dividing the spoils of companies which have expanded rapidly or have introduced technological changes is paramount in many industries. In these circumstances the union attempts to improve its position while management endeavours to recoup the cost of the new investment. This kind of a situation is likely to foster conflict between the two organizations.

Hypothesis 6 . THE GREATER THE WAGE AND SALARY AS A PERCENTAGE OF PRODUCT COST (Q15), THE GREATER THE LIKELIHOOD THAT A CONFLICT RELATIONSHIP WILL EXIST.

Assumption      Companies which have a high portion of their cost allocated to wages and salaries are likely to have problems, whether in introducing changes or in administering the existing organization. Given rapid technological advancements, these companies are likely to introduce changes which would tend to reduce the number of people employed. In these situations, unions are likely to be drawn into some disagreement or conflicting relationship with management.

Hypothesis 7 THE MORE POSITIVE THE ATTITUDES HELD BY MANAGEMENT TOWARD THE UNION (Q50,51,52), THE MORE LIKELY THE EXISTENCE OF A COOPERATIVE RELATIONSHIP.

Assumption The more satisfied management is with the existing practices and the perceived contributions of the union to the organization, the more likely is the existence of cooperation, based on achieving mutual goals.

Hypothesis 8 THE GREATER THE AMOUNT OF CONSULTATION BETWEEN UNION AND MANAGEMENT REPRESENTATIVES (CONSULTATION SCALE), THE MORE LIKELY IT IS THAT A COOPERATIVE RELATIONSHIP WILL EXIST.

Assumption The differences between people in general can be solved through discussion and mutual understanding. The problems between union and management representatives are frequently beyond facile application of an existing practice or judgement and consequently require joint discussion and mutual agreed-upon solutions. Consultation is a primary means for avoiding the conflict which results from unilateral action.

(b) Factors Associated with the Four Types of Relationships

Consultation has been put forth by management, union, academic, and government experts as one of the most important means of attaining a cooperative relationship between management and union. Consequently, the importance of consultation as a concept resulted in our developing a scale to measure it. In our study consultation and non-consultation reflect the

frequency and nature of union-management interactions, and the range of expectations held by each with respect to the areas open for discussion. They are defined as follows:

Consultation

Characterized by a high frequency of formal and informal meetings between union and management in which joint agreements or understandings are pursued. The topics for discussion in these meetings cover a broad range of subjects and are initiated by either party.

Non-Consultation

Characterized by a low frequency of meetings, either formal or informal, between union and management. The meetings held are characterized by the lack of jointly-pursued agreement and by management's unilaterally defining the topics for discussion.

Operationally, consultation and non-consultation were defined by questions 33, 36, 39, 45/46, and 49 in Appendix A. The method of item-total correlation was used to select the items which would make up the scale. The inter-correlation of the items is shown in Figure 11. A product moment correlation of .41, which is significant at the 1% level, reflects the internal reliability of the scale.

Figure 11

Consultation - Non-Consultation Question Correlations

Question No.	33	36	39	45/46	49
33	1.00	.27	.55	.29	.53
36	.27	1.00	.29	.53	.38
39	.55	.29	1.00	.38	.27
45/46	.29	.53	.38	1.00	.55
49	.53	.38	.27	.55	1.00

We categorized four types of union-management relationships by cross-classifying the consultative and co-operative continuums. The four types are depicted in Figure 12.

Figure 12

Types of Union - Management Relations

	Consultative	Non-Consultative
Cooperative	Coactive	Accommodative
Conflict	Compromise	Combative

A further analysis of these four types was undertaken to ascertain the various conditions, such as management practices and the organization of the industrial relations function, that were associated with each type.



## CHAPTER III

### FINDINGS

We shall present our findings in two parts. The first part will focus on the hypotheses tested regarding the factors which might relate to cooperation and conflict. The second part will deal with the factors which are associated with the four types of relationships that result from relating cooperation - conflict to consultation - non-consultation. Finally, we shall present our interpretation of the findings and their potential utility.

#### FINDINGS REGARDING HYPOTHESIS-TESTING

Hypothesis 1 THE LARGER THE COMPANY, THE MORE LIKELY THE EXISTENCE OF A CONFLICT RELATIONSHIP.

Figure 13

#### The Relation Between Company Size and Cooperation

	Cooperation	Conflict
Less Than 300 Employees	57	46
More Than 300 Employees	43	54
$\chi^2 = 2.50$		

From the above hypothesis we predicted that companies with less than 300 employees would tend to have a cooperative relation between union and management. Figure 13 portrays the relationship and the Chi Square which was used to determine interdependence.8/

Although the relationship approached significance at the 10% level error, there was no significant relationship between company size and cooperation - conflict. Thus, it would appear that other factors, such as union-management attitudes and internal organization of the company structure are more pertinent than size alone.

Hypothesis 2 THE FEWER THE NUMBER OF UNIONS A COMPANY MUST DEAL WITH, THE MORE LIKELY THE RELATIONSHIP WILL BE ONE OF COOPERATION.

Figure 14

The Relation Between Number of Unions and Cooperation

	Cooperative	Conflict
More Than One Union	70	68
One Union	30	32
$\chi^2 = .0132$		

In this case we simply compared companies having only one union with companies which have more than one, and predicted that the former would have a more cooperative relationship. As can be seen from Figure 14, there is no relationship between the number of unions a company must deal with and cooperation.

It is noteworthy that approximately 70% of the companies sampled deal with more than one union; however, it does not appear to make their relations more or less strained.

Hypothesis 3 THE MORE MATURE THE UNION-MANAGEMENT RELATIONSHIP,  
THE MORE LIKELY IT WILL BE ONE OF COOPERATION.

Figure 15

Relation of Age of Union -  
Management Relations to Cooperation

	Cooperative	Conflict
Less Than 5 Years	24	13
5 Years and More	76	87
$\chi^2 = 4.00$		

We predicted that companies which have dealt with unions for more than five years would tend to have a more cooperative relationship than companies which have had less than five years of relations. The results in Figure 15 indicate that managements with relatively new experiences with unions tend to have less conflicting relations. Our basic assumption that interaction between management and union representatives over time breeds cooperation is seriously questioned. Given the data in Figure 15, a better assumption might be that union-management familiarity over time breeds contempt. If this is so, then a better hypothesis might be:

THE GREATER THE FAMILIARITY BETWEEN UNION  
AND MANAGEMENT REPRESENTATIVES, THE MORE  
LIKELY THEIR RELATIONSHIP WILL BE ONE OF  
CONFLICT.

Hypothesis 4 THE GREATER THE ORGANIZATION'S INDEPENDENCE FROM OUTSIDE CONTROL, THE MORE LIKELY THE UNION-MANAGEMENT RELATIONSHIP WILL BE ONE OF COOPERATION.

Figure 16a

Relation of Central Office Assistance and Cooperation

	Cooperation	Conflict
Central Office Assistance	57	69
No Central Office Assistance	43	31
$\chi^2 = 3.10$		

Figure 16b

Relation of Being a Subsidiary and Cooperation

	Cooperation	Conflict
Subsidiary Yes	57	70
No	43	30
$\chi^2 = 3.71$		

Figure 16c

Relation of Outside I/R Help and Cooperation

	Cooperation	Conflict
Outside Help in I/R Work Yes	39	68
No	61	32
$\chi^2 = 16.90$		

Figure 16d

Relation of Employer's Association  
Membership and Cooperation

Membership in Employer's Association	Yes	Cooperation	
		40	52
	No	60	48
$\chi^2 = 2.90$			

Figure 16e

Relation of Final Authority in  
Negotiations and Cooperation

Management Authority in Negotiations	Final	Cooperation	
		50	34
	Limited	50	66
$\chi^2 = 5.08$			

A number of predictions were made from the above hypothesis. We predicted that independence from the control of central office personnel, outside consultants, parent companies and the influence of employers' associations would result in cooperative relations between company and union. Figures 16a to 16e reflect in pattern and individually considerable support to this hypothesis. It is noteworthy that independence from central office control, outside consultants, and employer associations should be associated with cooperative companies, particularly when each of these bodies of control probably has as one of its primary purposes the aim of fostering better relations between company and union representatives.

We can conclude that companies which are not influenced by such environmental factors as employer associations and central office personnel tend to develop more cooperative relations. One of the reasons for this may be that they can focus on problems which are peculiar to the existing situation and can solve those problems without a great concern for the potential ramifications at other locations (for example, the parent companies). A joint solving of immediate and pertinent problems would contribute significantly to cooperative relations.

Hypothesis 5 A RAPID EXPANSION OF AN ORGANIZATION WILL FOSTER A CONFLICT RELATIONSHIP BETWEEN UNION AND MANAGEMENT.

Figure 17

Relation of Expansion of Work Force to Cooperation

Expansion of Work Force		Cooperation		Conflict
		Rapid Increase	22	12
	Static or Little Change		78	88
			$\chi^2 = 3.65$	

We predicted that a rapid increase in number of employees compared to a static situation would result in a conflict relationship between management and union. The expansion of the work force appears to be related to cooperation, not to conflict as we had predicted from our hypothesis.

A static situation regarding work force appears to be associated with conflict. This could be explained in terms of what the workers gain or lose by virtue of expansion in numbers. Rapid expansion, rather than making the situation more chaotic, probably reduces the employee's fear of losing his job, and in all likelihood increases the opportunity for advancement within the organization. The increase of job security and advancement opportunity probably leads to better relations between union and management in that they can focus on the problems of placement and hiring in a growing situation. Also, the problems of technological innovation can be more difficult in a static situation than in a dynamic, growing one. Thus, a better hypothesis might be the following:

A RAPID EXPANSION OF AN ORGANIZATION WILL  
FOSTER A COOPERATIVE RELATIONSHIP BETWEEN  
UNION AND MANAGEMENT.

Hypothesis 6 THE GREATER THE WAGE AND SALARY AS A PERCENTAGE  
OF PRODUCT COST, THE GREATER THE LIKELIHOOD THAT  
A CONFLICT RELATIONSHIP WILL EXIST.

Figure 18  
Relation of Labour Cost to Cooperation

Labour as a % of Total Production Cost		Cooperation		Conflict
		Less than 30%	More than 30%	
		55	45	
		45	55	
		$\chi^2 = 2.00$		

We predicted that where the labour cost was greater than 20% of total production costs, we would find a conflict relationship. Figure 18 contains the data which shows that no significant relationship exists between labour costs and co-operation. Consequently, our assumptions regarding the effect on the labour class of increased technological change which would significantly reduce the number of labour workers is not supported by the data collected and analysed.

Hypothesis 7 THE MORE POSITIVE THE ATTITUDES HELD BY MANAGEMENT TOWARDS THE UNION, THE MORE LIKELY THE EXISTENCE OF A COOPERATIVE RELATIONSHIP.

Figure 19a

Relation of Management's View of Union-Management Relations and Cooperation

Feelings re Union-Management Relation		Cooperation		Conflict
		Positive	Negative	
	Positive	47		26
	Negative		53	74
				$\chi^2 = 9.60$

Figure 19b

Relation Between Management's View of Union Reasonableness and Cooperation

Union Reasonableness		Cooperation		Conflict
		High	Low	
	High	86		71
	Low		14	29
				$\chi^2 = 7.70$

Figure 19c

Relations Between Management's View of Union  
Interference and Cooperation

Union Interference		Cooperation	Conflict
		40	21
	Much	60	79
$\chi^2 = 8.60$			

Figure 19d

Relation Between Union as a Channel of  
Communication and Cooperation

Union as a Channel of Communications		Cooperation	Conflict
		54	39
	No	46	61
$\chi^2 = 4.52$			

We predicted that cooperative company representatives would view the union positively and consider it both reasonable and non-interfering in the purposes of the organization. We also predicted they would reflect these feelings by using the union as a channel of communications. Figures 19a to 19d reflect collectively and individually the marked relationship between positive attitudes towards unions and cooperative relations. These attitudes also allow the union to be used as a legitimate organ of the company in communicating with the employees. Undoubtedly these attitudes alone can have a significant effect towards a cooperative relationship; however, we should keep in mind that they are probably being reinforced

daily through mutual solving of problems and common goals between management and union.

Hypothesis 8 THE GREATER THE AMOUNT OF CONSULTATION BETWEEN UNION AND MANAGEMENT REPRESENTATIVES, THE MORE LIKELY IT IS THAT A COOPERATIVE RELATIONSHIP WILL EXIST.

Figure 20

Relation of Consultation to Cooperation

	Cooperation	Conflict
Consultation	115	227
Non-consultation	122	264
$\chi^2 = .495$		

Our prediction was that a high frequency of formal and informal meetings between union and management in which either party could initiate topics and in which joint agreements and understandings could be reached would result in a cooperative relationship. Figure 20 presents the data which shows that no significant relationship exists between consultation and cooperation. This finding is particularly contrary to our expectations. Indeed, the marked emphasis on consultation by both government bodies and labour relations writers is fundamentally based on the notion that consultation and co-operation go hand in hand. One explanation of our data might be that considerable consultation which is taking place is no more than a facade or game that both parties feel they must

engage in to show their good faith. Another explanation might be that companies which are controlled for the most part by central bodies (Hypothesis 7) probably go through the process of consultation with their hands tied in terms of freedom to make any changes.

The other finding difficult to explain is the number of companies which are low on consultation and yet cooperative in their relations to the union. Rather than add further to general explanations to these paradoxical findings, we decided to analyse in greater depth the four types of relations that result from cross-classifying cooperation - conflicts with cooperation - non conflict. Thus, in Part II of this section, we shall depict the factors that are associated with Coactive (cooperation - consultation), Accommodative (cooperation - non consultation), Compromise (conflict - consultation) and Combative (conflict - non consultation) types of relations. Given the strong emphasis on consultation as a means for avoiding industrial unrest, we feel that a better understanding of the four types of relations is imperative for evaluating the conditions under which consultation is efficacious.

#### Summary

Four factors or conditions were significantly associated with the existence of a cooperative relationship between management and union. The first was the maturity of the relationships. Unions and management having less than five years dealings with one another, also had significantly more cooperative relations developed.

The second condition associated with cooperation was the independence of the local organization from outside control and influence. Organizations which were not subsidiaries, not members of employer associations, independent from central office control, final authorities during negotiations and which sought no outside help regarding industrial relations problems also tended to manifest more cooperative relations than did their opposites.

The third condition which related to cooperation was the expansion of the organization. Those organizations which were expanding rather than contracting or in a static state tended to have significantly more cooperative relations with their unions.

Finally, organizations whose management held positive attitudes towards the union tended to be cooperative. This was reflected in management's views of the union as being reasonable, non-interfering and a useful channel of communications. In addition, the union-management relationship was generally viewed positively by members of companies who had a cooperation relation with their union.

The major factor which did not appear to relate to cooperation or conflict was consultation. Given the frequent suggestion by practitioners and theoreticians regarding the efficacy of consultation, we undertook a further analysis of the consultation - cooperation relationship, which is presented in the next section of this report.

FINDINGS REGARDING THE FOUR TYPES OF RELATIONSHIPS

The findings presented in this section of the report arise from the analysis of 728 mail questionnaire responses. The presentation format is similar to that used in the preliminary report.

As stated earlier, the expected relations between cooperative and conflict companies proved to be complex. The distribution of companies along the consultation and cooperative continuums is reflected in the matrix (Figure 21).

Figure 21

	Consultation	Non-consultation
Cooperation	115	227
Conflict	122	264

Four types of union-management relationships resulted from the cross-classification of consultative and cooperative continuums. Figure 22 depicts these four types. As shown in Figure 22, the Coactive and Compromise companies are also consultative, whereas the Accommodative and Combative companies are non-consultative.<sup>9/</sup>

Figure 22

	Consultation	Non-consultation
Cooperation	Coactive	Accommodative
Conflict	Compromise	Combative

Given the paradoxical relationship<sup>10/</sup> between consultation and cooperation, we decided to investigate the four types of relationships in greater depth. The purpose: to see if the four types differed in their responses to various categories of questions in the mail questionnaire. The significant differences noted in this analysis were clustered under four category headings:

- i) the general nature of the company
- ii) the organization of the industrial relations function
- iii) management practices
- iv) management attitudes toward the union

In the following analysis, the base for comparison is the response for all companies in the questionnaires. Each of the differences from the all-companies base is significant at least at the .10 level.<sup>11/</sup> A profile of each of the four relationships is presented in a generalized form in the text; however, the data from which these profiles were drawn is outlined in Appendix D. While some minor changes have occurred with the analysis of the complete returns, there are no major deviations from the preliminary analysis presented in the initial report.

#### A. The Coactive Relationship

By definition the Coactive relationship combines cooperative management and union attitudes with a high degree of two-way consultation aimed at dealing with mutual problems initiated by either party.

1. General Nature of the Coactive Organization: The Coactive organization 12/ differs little from the composite average in terms of cost ratio to total cost of product or service, company size and rate of employee growth.

2. Organization of the Industrial Relations in the Coactive Firm: In organizing to handle their industrial relations problems, significantly fewer Coactive firms made use of outside help than the average firm in the study. Fewer Coactive firms use head office assistance even though the number of Coactive companies reporting subsidiary relationships does not vary significantly from those reporting in the all-company average. Finally, more Coactive companies employ full-time industrial relations personnel and allow their representatives final authority during negotiations than the average company studies.

3. Management Practices in the Coactive Firm: In their management practices, more Coactive companies are less guarded in their approach to management rights, preferring to work in a form of partnership with the union. This working relationship results in a favourable attitude on the part of management toward using the union as a channel of communication and as a resource for joint problem-solving. Fewer Coactive firms use management-union meetings for the dissemination of information, preferring to use these meetings to reach joint agreement on mutual problems.

Coactive firms in general minimize the unilateral management decision-making process, preferring the joint

approach. As a result, there is considerable evidence that the union-management agreement is more flexible in meeting the needs of both parties. Seniority and ability are both key factors in the layoff procedures of Coactive companies. Safety practices are jointly determined by management and unions to a much greater extent in Coactive companies, as are practices on technological change, the establishment of productivity levels, and discharge for inefficiency. In each of these management practices, the activities of Coactive companies are significantly different from the composite practice indicated by the all-company average.

4. Coactive Management Attitudes: Significantly more Coactive firms exhibit satisfaction in their relationships with the union. Compared with the all-company average, Coactive companies find their union more reasonable in its requests; however, they do not differ significantly in terms of union interference and suspicion of the union's intent.

#### B. The Accommodative Relationship

The Accommodative relationship<sup>13/</sup> as defined in this study combines cooperative management with a non-consultative posture (non-consultation in this study implies a high degree of unilateral communication).

1. General Nature of the Accommodative Organization: Accommodative companies are made up of a significantly larger percentage of smaller companies (under 300 employees) than is

found in the all-company average. Labour cost as a ratio to total product or service cost is lower than the average for all companies, and the rate of employee growth shows no significant difference.

2. Organization of the Industrial Relations Function in the

Accommodative Firm: Accommodative managements exercise more final authority in reaching agreements with the union than is found in the average firm. Fewer companies in this relationship group hold memberships in employer associations. Industrial relations are handled by one man or less in 78% of the firms with an Accommodative relationship compared with approximately 71% in the average group. Accommodative firms also make less use of outside help in coping with the problems of industrial relations; however, their help from headquarters regarding industrial relations problems does not differ significantly from the average company studied.

3. Management Practices in the Accommodative Firm: Signif-

icantly more accommodative companies exhibit concern over maintaining management rights. The Accommodative company's management unilaterally establishes safety rules, production levels and practices for the introduction of technological change, although recognizing both seniority and ability as a basis for layoff. In making these decisions, little or no use is made of the union as a resource except as contractually required. Union-management meetings are used to provide the union and its members with information, and the degree to which

Accommodative companies favour the use of the union as a channel of communication does not differ significantly from that expressed by the average company in the study. Discharges in the Accommodative company are decided jointly to a greater degree than in the all-companies average.

4. Accommodative Management Attitudes: More Accommodative companies find their unions reasonable in their requests and are more satisfied with their relations than are the management of the average company studied. The union's intents are not suspect nor are they seen as interfering.

#### C. The Compromise Relationship

The Compromise relationship,<sup>14/</sup> by definition, combines conflicting management and union attitudes with bi-lateral consultation.

1. General Nature of the Compromise Organization: The characteristics of the Compromise organization are similar in most respects to the characteristics of the composite average company used as a basis for comparison. The rate of employee growth in Compromise companies is greater than the average, making it the only unique factor in the analysis of the Compromise organization.

2. Organization of the Industrial Relations Function in the Compromise Firm: In organizing to handle their industrial relations, the Compromise firms rely heavily on outside help, and are, relative to the average firm, highly dependent on

head office assistance. Also, Compromise companies treat industrial relations as a full-time function, typically employing more than one man full time, as well as relying on employer association membership for some guidance in labour policy. They do not differ from the average company response in terms of final authority during contract negotiations.

3. Management Practices in the Compromise Firm: Compromise companies are similar to the average company in the survey in their use of the union as a channel of communication and their use of union-management meetings for an information-only contact. In the area of management practices, Compromise companies do exhibit some significant differences: layoff practices are built around seniority clauses, while management engages in open consultation with the union on technological change and the establishment of productivity levels to a much greater extent than is evident in the composite average for all companies. Discharge practices are similar to those of the average company in the survey.

4. Compromise Management Attitudes: The management attitude of Compromise companies varies from that expressed by average companies in one way: the union is perceived as interfering unduly with the conduct of business, although Compromise management harbours no greater suspicion of the union's intent in negotiations than is evident in the average company attitude.

#### D. The Combative Relationship

By definition the Combative relationship<sup>15/</sup> combines conflicting management and union attitudes with unilateral consultation on problems of mutual concern.

1. General Nature of Combative Relationship: A significant number of Combative companies are larger (greater than 300 employees) than those companies represented by the average group. Labour costs as a percentage of total product or service costs are higher than that of the average for all companies.

2. Organization of the Industrial Relations Function in the Combative Firm: The industrial relations function in the Combative firm makes significant use of outside help. Industrial relations staffing is similar to that of the average company in the study as is the number of companies in this group holding employer association memberships. Management authority to reach final agreements in contract negotiations is more limited in Combative companies than is evident in the average group.

3. Management Practices in the Combative Firm: Unilateral management decision-making is evident to a much greater degree in Combative companies than in the average group. Management rights are protected by a high degree of unilateral management action in the practices dealing with productivity, discharge and technological change. Only in the procedures dealing with

layoffs and safety do the Combative companies have practices similar to those of the average group.

Combative company managers do not favour using the union as a channel of communications, and more companies in this relationship group hold meetings for information only with little or no interest in two-party agreement.

4. Combative Management Attitudes: Combative firms exhibit significantly less satisfaction with their union relationship. Compared to the average company, Combative firms find their unions less reasonable in their requests, and experience little satisfaction from the very limited communications carried on. Combative companies are often suspicious of the union's intentions and feel that the union interferes with business operations to a greater extent than is evident in the average company.

FIGURE 23

General Summary of Findings re Types of Relations

	General Factors	All Companies Average			Types of Reactions		
		Coactive	Accommodative	Compromise	Combinative		
<b>I. General Nature of the Organization</b>							
* 1. Company Size (less than 300 employees)	51%	N/D <sup>1</sup>	More	N/D	Fewer		
8. Labor as a percent of total cost (less than 30%)	52%	N/D	More	N/D	Fewer		
13. Increase in number of employees (Increase)	59%	N/D	N/D	N/D	N/D		
<b>II. Organization of the Industrial Relations Function</b>							
5. Help from headquarters re I.R. problems (Yes)	63%	Fewer <sup>2</sup>	N/D	More	More	N/D	
18. Member of Employer Association (Yes)	47%	N/D 3	Fewer	More	More	N/D	
20. Authority in contract negotiations (Final)	40%	More	More	N/D	Fewer		
22. Number of people allocated to I.R. function (less than 1)	71%	Fewer	More	Fewer	More	N/D	
23. Use of outside help re I.R. problems (Yes)	55%	Fewer	Fewer	More	More		
<b>III. Management Practices</b>							
Management Rights							
28. Layoff practices (seniority+capability)	61%	More	More	Fewer	Fewer	N/D	
30. Safety practices (Mgmt. decides unilaterally)	36%	Fewer	More	More	More		
32. Production quotas (Mgmt. decides unilaterally)	60%	Fewer	More	Fewer	More		
34. Technological change (Mgmt. decides unilaterally)	64%	Fewer	More	Fewer	More		
36. Discharge of employees (Mgmt. decides unilaterally)	68%	Fewer	More	N/D	More		
53. Use of the union as a channel for communications (Yes)	46%	More	N/D	N/D	Fewer		
44. Purpose of Mgmt.-Union meetings (information sharing only)	62%	Fewer	More	N/D	More		
<b>IV. Attitudes Management Holds re Union</b>							
50. Relationships with the Union (Satisfied)	35%	More	More	N/D	Fewer		
51. Is the Union reasonable in its requests (Yes)	78%	More	More	N/D	Fewer		
52. Does the Union interfere in company operations (Yes)	70%	N/D	Fewer	More	More		
55. Are you suspicious of the Union's intent (Yes)	56%	N/D	Fewer	More	N/D		

FIGURE 23

<sup>1</sup> N/D refers to the fact that there is no difference between coactive companies and the all-companies average on the general factor of size.

<sup>2</sup> Fewer indicates that a smaller number of coactive companies, as compared to the all-companies average, seek help from headquarters regarding industrial relations problems.

<sup>3</sup> More refers to the fact that more coactive companies, as compared to the all-companies average, vest in their negotiators final authority at contract negotiations.

\* See Appendix D for specific questions and percentage breakdown of responses.

### Summary

A graphic description of the summary is provided in Figure 23. The general nature of Coactive organizations varies little from that of the average company studied in this survey. In organizing to cope with the problems of industrial relations, more Coactive companies are independent of outside control, and although these companies are no larger than the average company in the study they do employ more people in labour-related functions. Coactive management practices reflect a participative attitude which attempts to involve both the employee and the union in the firm's operation. Relations with the union are perceived by management as satisfactory in more Coactive companies than is evident in the average firm in the study.

Accommodative companies are smaller and have somewhat lower labour costs than the companies in the average group. In organizing for industrial relations, Accommodative companies exhibit more internal control than the average company although they treat the function as part-time in terms of resources allocated. Management practices exhibit a distinct unilateral approach compared to the companies in the average group. Accommodative management attitudes reflect somewhat less interference and suspicion in this relationship, and the union is perceived as reasonable in its requests.

The general nature of the Compromise organizations differs only in the rate of growth of employment within the

firm. Compromise companies reflect more external influence, and head office plays an important role in this relationship. More firms in the Compromise group hold memberships in employer organizations, and the industrial relations function is staffed on a part-time basis. Management practices reflect a joint approach, although Compromise companies use many of their meetings for information-sharing purposes only. Attitudes toward the union vary from the average only in that the union is perceived to interfere more with company operations.

Combative organizations vary from the average in size: more firms in this group employ over 300 persons. In organizing for the industrial relations function, companies in this group make more use of outside help, and management in these companies is more limited in its authority to negotiate than in the average company. Management practices reflect unilateral decision-making to a higher degree than in the average company, with less acceptance of the union as a channel of communication and a greater use of union-management meetings for information sharing. Attitudes toward the union are less satisfactory, and the union is perceived as less reasonable than in the average relationship. More companies in this group experience interference from the union in company operations, and Combative managements express greater suspicion of union intent than do managements in the average group.

## CHAPTER IV

### CONCLUSIONS

In presenting our conclusions to the Task Force, we shall remain at a general level of interpretation of our findings and recommendations for two reasons. First, our study is only one of numerous studies initiated by the Task Force on Labour Relations; consequently, whatever conclusions the Task Force will come to, they undoubtedly must incorporate the notions obtained from the other studies. Secondly, in considering action recommendations, we feel that our knowledge of potential resources and alternative ways of handling a given problem is too limited for us to make our recommendations too detailed and specific. Thus, our interpretations and recommendations are at a level that requires more detailed planning before these recommendations can be implemented.

Our study focused primarily on determining the factors which were associated with union-management conflict and cooperation and attempting to devise a means by which conflict could be reduced and cooperation enhanced. It should be clear from our findings that consultation is not a panacea for indus-

trial peace. There are some union-management relationships (Compromise) which engage in consultative practices; however, these interactions are used primarily for information-sharing purposes, and the union is viewed by management as interfering. In the Compromise relationship it would be necessary to change management's attitudes towards the union before the consultative practices could be efficacious. It seems both impractical and somewhat masochistic to ask a party which distrusts another party to meet frequently in an effort to solve problems jointly.

Is there any one mechanism that can solve industrial unrest? We would conclude that there is not. Given the four types of relationships we have defined in previous chapters (Coactive, Accommodative, Compromise, Combative), we would recommend that each of them requires a custom-made program to solve their different needs. That is, those concerned with developing cooperative relations between management and union, must first determine the existing relationship between a given company's union and management representatives, and second, develop a custom-made program for that particular company.

Given the findings of our study, we would suggest that relationships could be determined on the basis of management's independence from external influences (headquarters and employer associations), approach to management practices, and attitudes towards the union. For example, a Combative company is highly dependent on outside control, tightly guards management rights, and views the union negatively. These factors

also keynote the kind of program required to change the relationship to a more cooperative one.

The Combative relationship is undoubtedly the most difficult one to alter because of the negative attitudes management holds towards the union and the lack of a useful dialogue between parties. The following kinds of achievements are required for changing this relationship towards a more cooperative one:

Stage I

1. Top management must value a cooperative relationship between management and union.
2. Top management must accept the union personnel as legitimate and useful representatives of the employees.
3. The local organization must have the right to run its own show and focus on problems peculiar to the local situation.
4. Employer associations must value and foster a cooperative relationship between management and union.

Stage II

5. The local organization must develop consultative practices (that is, with the unions) on issues affecting employees.
6. Union and management must value the joint determination of practices significantly affecting the organization.

Stage I presented above could best be dealt with by an external agent relating to the company's management. This agent's task would be to evaluate the relationship and foster a dialogue among management personnel which would address the four achievements necessary under Stage I.<sup>16/</sup> His goal would be to overcome the blocks to the four achievements noted. This

goal cannot be made more specific without knowing what the blocks are.

Stage II, on the other hand, requires less involvement from the external agent. Here, his task would be to initiate a dialogue between union and management. His involvement would be only to the extent of addressing the blocks to this dialogue. If the Stage I achievements were attained, the Stage II tasks would be greatly reduced. It is noteworthy that the existing consultative practices are generally of a Stage II nature, without the Stage I establishment of an environment for useful consultation.

Figure 24 reflects the comparative action plans for all relation types except Coactive. As can be seen, the plan for Compromise companies requires, at Stage I, a development of the local organization's independence in determining its relationship with the union, and the support of the employer association for the development of a cooperative relationship, Stage II requires the development of more meaningful consultative practices at the local level. More specifically, it requires the use of meetings for the joint determination of issues rather than for information-sharing purposes only.

Figure 24

Action Plans for Various Types of Relationships

Types of Relation

<u>Action Plan</u>	<u>Combative</u>	<u>Compromise</u>	<u>Accommodative</u>
<u>Stage I</u>			
1. Management values cooperation	x		
2. Management accepts the union	x		
3. Management has local autonomy re union relations	x	x	
4. Employer associations value and foster cooperation	x	x	
<u>Stage II</u>			
5. Local organization develops consultative practices	x	x	x
6. Union and management value joint determination	x	x	x

Accommodative relations, on the other hand, require only Stage II action; that is, the development of communication processes between union and management, augmented by the valuing of joint determination by both parties. Of the three types of company shown in Figure 24, the Accommodative type should be the easiest to alter towards cooperation and the Combative type the most difficult.

The issue for Coactive companies is one of enhancing an already-useful relationship. In this case, both management and union can continue to use their existing practices and positive views towards one another to maintain the relationship

and to develop creative solutions to the many novel and varied problems which are continuously confronting both management and the union.

Let us close by indicating further research which stems logically from our study. Our study focused only on how management viewed the problems. Our conclusions are addressed primarily to what management and an external agent (either government or consultant) could do to improve the situation. There should be another half to our study: how the union views union-management relations. Given the relationships we have defined, it would be useful to investigate the unions' organizations, their independence from central bodies and their attitudes towards management. It would also be useful to be aware of how the findings of the proposed union study would affect the action we have presented in this section.

Another useful study would be to investigate more clinically companies whose relationships we have typed as Coactive, Accommodative, Compromise and Combative. Researchers spending considerable time in each of these types of company should contribute very meaningful behavioral data regarding how the relationship between management and union is reflected in daily intercourse.

Finally we recommend that researchers in the field of labour relations begin to investigate systematically various types of union-management relations. The relationships must be meaningful in the sense that they present an ideal to be

achieved or are tied into previously meaningful research. We hope that our typology of union-management relations contributes on both these accounts and that it will add significantly to the Task Force's deliberations, and generate more useful research.

References

- 1/ For example, MacGregor, Douglas, and Knickerbocker, Irving, Union Management Cooperation: A Psychological Analysis, Personnel, 1942, 19, No. 3, pp. 520-539. Brown, Douglass V. and Myers, Charles A., The Changing Industrial Relations Philosophy of American Management, in Proceedings of the Ninth Annual Meeting of the Industrial Relations Research Association, Cleveland, Ohio, Dec. 28-29, 1956, pp. 84-89.
- 2/ Harbison, Fredrick H., and Coleman, John R., Goals and Strategy in Collective Bargaining, Harper and Row, New York, 1951. Selekman, Benjamin M., Fuller, Stephen H., Kennedy, Thomas, and Baitsell, John M., Problems in Labour Relations, McGraw-Hill Book Company, New York, 1964, 3rd edition, pp. 2-11.
- 3/ Selekman et al., Op. Cit., pp. 480-590. Slichter, Sumner H., Livernash, E. Robert, and Healy, James J., The Impact of Collective Bargaining on Management, the Brookings Institution, Washington, D.C., 1960.
- 4/ Slichter, S.H., Union Policies and Industrial Management, Washington, The Brookings Institute, 1941, Chapter 17. Wood, W. Donald, The Current Status of Labour Management Cooperation in Canada, National Conference on Labour-Management Relations, Ottawa, 1964, pp. 15-65. Selekman et al., Op. Cit., p. 5. Selekman, Benjamin M., Labour Relations and Human Relations, McGraw-Hill Book Company, New York, 1947.
- 5/ The questionnaire used in the original test was developed by Derber, Chalmers and Edelman in Plant Union-Management Relations; From Practice to Theory, Institute of Labour and Industrial Relations, University of Illinois, Urbana (1965). This publication reviewed and updated the findings and techniques of an earlier study, Derber, Chalmers, and Stagner, The Local Union-Management Relationship, Institute of Labour and Industrial Relations, University of Illinois, Urbana (1960).
- 6/ While most of the companies included dealt with certified unions, some had associations; all, however, were certified bargaining agents.
- 7/ The questions used to measure the constructs which form the hypotheses are presented in Appendix B1 (Mail Survey Questionnaire).
- 8/ A Chi Square of 3.841 is required to indicate that the variables in question are interdependent with a probability of error equal to .05. A Chi Square of 2.740 indicates interdependence with a probability of error of .10.

- 9/ For general definitions of cooperation and conflict, see section on methodology, page 9.
- 10/ The paradox arises from the simplistic view presented in much of the literature that a high frequency of consultation will result in a cooperative union-management relationship. The researchers accepted this direct relationship as a hypothesis for testing.
- 11/ The level of significance of all responses in this section is at least at the .10 level. In some cases it exceeds the requirements of the .05 level. See Stouffer, Samuel A., Communism, Conformity and Civil Liberties, Peter Smith, Gloucester, Massachusetts, 1963, Appendix D, pp. 270-273.
- 12/ 115 of the 728 companies surveyed (16%) were classified as Coactive.
- 13/ 227 of the 728 firms surveyed (32%) were classified as Accommodative.
- 14/ 122 of the 728 firms surveyed (17%) were classified as Compromise companies.
- 15/ 264 of the 728 companies surveyed (36%) were classified as Combative companies.
- 16/ Our recommendations view the picture only from the management side, since that was the territory of our investigation. Given more information regarding the union side of the things, the recommendations would be altered. This is another reason for keeping our recommendations general.



THE UNIVERSITY OF WESTERN ONTARIO  
SCHOOL OF BUSINESS ADMINISTRATION  
LONDON  
ONTARIO

Appendix A

Structured Interview Questionnaire

Interview Instructions

1. Record all pertinent comments in margin or space provided.
2. Begin interview of union participant at question 21.
3. Answer choices are to be checked by the interviewer, however, clarification through the use of one or more of the choices provided is permissible if such clarification is required.
4. Part six is to be filled in by the interviewer.
5. Part seven, the "fact profile" is to be left with the management interviewer and returned in the self-addressed envelope when completed.

Part One

1. How many persons does your firm employ in this location? (Average over last 12 months) \_\_\_\_\_ 1

2. Approximately how many employees do you have in each of the following categories? (See descriptions on instruction sheet)

1. clerical	_____	1
2. skilled	_____	2
3. semi-skilled	_____	3
4. unskilled	_____	4
5. other	_____	5

3. Are the employees of this establishment represented by more than one union?  
1. Yes \_\_\_\_\_ 1  
2. No \_\_\_\_\_ 2

Please specify the union involved.

Union	No. in Barg. Unit	Affili- ation
1.	_____	1
2.	_____	2
3.	_____	3

4. Is this establishment a subsidiary or branch of a larger firm?  
1. Yes \_\_\_\_\_ 1  
2. No \_\_\_\_\_ 2

If no, go to No. 7.

5. Does the central office of the firm provide labour relations assistance?  
1. Yes \_\_\_\_\_ 1  
2. No \_\_\_\_\_ 2

If no, go to No. 7.

6. On what issues or subjects is such assistance provided?

1.	_____	1
2.	_____	2
3.	_____	3

7. Is the contract confined to this establishment?  
1. Yes \_\_\_\_\_ 1  
2. No \_\_\_\_\_ 2

8. Approximately what percentage of your product cost (or service cost) do wages and salaries represent?  
\_\_\_\_\_ 1

9. Has this percentage changed significantly over the past five years?  
1. Yes \_\_\_\_\_ 1  
2. No \_\_\_\_\_ 2

If no, go to No. 11.

10. What has caused the change and approximately what percentage would you estimate the increase or decrease to be?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

11. How is the ownership of this company distributed?

1. tightly held by a small group \_\_\_\_\_ 1  
2. majority held by a small group \_\_\_\_\_ 2  
3. stock widely held \_\_\_\_\_ 3  
4. wholly-owned subsidiary \_\_\_\_\_ 4

12. What is the usual pattern of production in this company?

1. very steady throughout the year \_\_\_\_\_ 1  
2. moderate fluctuations \_\_\_\_\_ 2  
3. highly seasonal \_\_\_\_\_ 3

13. How would you describe this firm's average growth rate? (Sales and No. of Employees)

	<u>Sales</u>	<u>Employees</u>
1. increasing rapidly	_____ _____	1
2. increasing moderately	_____ _____	2
3. relatively static	_____ _____	3
4. declining	_____ _____	4

14. How long has this establishment been unionized?  
\_\_\_\_\_ 1

15. Approximately what is the net investment in plant and equipment at this location?  
\_\_\_\_\_ 1

16. Do you expect a significant increase in this investment in the next two years?  
1. Yes \_\_\_\_\_ 1  
2. No \_\_\_\_\_ 2

If no, go to No. 18.

17. What is the purpose of this investment?

1. increase capacity \_\_\_\_\_ 1  
2. improve existing operation \_\_\_\_\_ 2  
3. other (specify)  
\_\_\_\_\_ 3

18. Is your firm a member of any employer associations which are involved in labour relations problems?

1. Yes \_\_\_\_\_ 1  
2. No \_\_\_\_\_ 2

If yes, specify \_\_\_\_\_

19. Who represented the company and the union during the last contract or wage negotiations?

Management

1. Chief executive \_\_\_\_\_ 1  
2. Production head \_\_\_\_\_ 2  
3. L-R or I-R director \_\_\_\_\_ 3  
4. Central office rep. \_\_\_\_\_ 4  
5. Other (specify) \_\_\_\_\_ 5

6. Other (specify) \_\_\_\_\_ 6

Union

1. Union president \_\_\_\_\_ 1  
2. International rep. \_\_\_\_\_ 2  
3. Business Agent \_\_\_\_\_ 3  
4. Steward(s) \_\_\_\_\_ 4  
5. Other (specify) \_\_\_\_\_ 5

6. Other (specify) \_\_\_\_\_ 6

20. How many persons in this establishment are engaged in labour relations work?  
(if one man less than full time show as a fraction?)

\_\_\_\_\_ 1

21. In preparation for your negotiations what sources of information do you make use of?

1. Associations (specify)

\_\_\_\_\_ 1

2. Local Contracts \_\_\_\_\_ 2

3. Forecasts (specify) \_\_\_\_\_ 3

4. Government data (specify)

\_\_\_\_\_ 4

5. Conventions and Special Programs

\_\_\_\_\_ 5

6. Other (specify) \_\_\_\_\_ 6

22. In the contract negotiations do the management and union negotiators have full authority to reach an agreement?

	<u>Management</u>	<u>Union</u>
1. has full authority	_____	_____ 1
2. has final authority within specified limits	_____	_____ 2
3. must submit agreement for final approval	_____	_____ 3

23. Are there special occasions when management or union engages outside help in labour relations problems?

1. Yes        1  
2. No        2

If no, go to No. 25.

24. Specify the type of problem and the person engaged.

<u>Problem</u>	<u>Person</u>
1. _____	1
2. _____	2
3. _____	3

25. Is the union (management) a well unified group or are there important divisions which disagree on major issues?

Management Union

1. very well unified               1  
2. moderately well unified, but some deviations               2  
3. split into rival groups or factions               3

If answer is 2 or 3, give details

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26. Do you employ an incentive payment scheme in this plant? 1. Yes        1  
2. No        2

If yes, specify type of scheme and percentage of employees on the scheme.

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Part Two

27. What type of union security is specified in your agreement?

1. bargaining for members only        1  
2. sole bargaining rights only        2  
3. maintenance of membership        3  
4. union shop        4  
5. preferential hiring with the union shop        5  
6. closed shop        6  
7. Rand Formula        7  
8. Other (specify)        8

28. Are you satisfied with this?

1. Yes        1  
2. Mixed feelings        2  
3. No        3

29. If you were free to choose, which type would you prefer?

\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5  
\_\_\_\_\_ 6 \_\_\_\_\_ 7 \_\_\_\_\_ 8

30. What is the company practice on seniority for layoffs?

1. seniority is not given more weight than any number of other factors \_\_\_\_\_ 1
2. seniority determines only if ability and other factors are equal \_\_\_\_\_ 2
3. seniority alone is followed but there are some exceptions \_\_\_\_\_ 3
4. seniority is not used at all \_\_\_\_\_ 4

31. Are you satisfied with this?

1. Yes \_\_\_\_\_ 1
2. Mixed feelings \_\_\_\_\_ 2
3. No \_\_\_\_\_ 3

32. If you were free to choose which would you prefer?

\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4

33. What is the company practice on setting safety rules?

1. safety is entirely a management responsibility \_\_\_\_\_ 1
2. the union is consulted for suggestions but management makes the rules \_\_\_\_\_ 2
3. safety rules are jointly determined by management and union \_\_\_\_\_ 3
4. some safety rules are determined solely by the union \_\_\_\_\_ 4

34. Are you satisfied with this?

1. Yes \_\_\_\_\_ 1
2. Mixed feelings \_\_\_\_\_ 2
3. No \_\_\_\_\_ 3

35. If you were free to choose which practice would you prefer?

\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4

36. What is your company practice on setting levels of productivity (rates of output, standard, etc.)

1. productivity is entirely a management function \_\_\_\_\_ 1
2. management sets levels - union can raise grievances \_\_\_\_\_ 2
3. union participates with management in setting productivity rates \_\_\_\_\_ 3

37. Are you satisfied with this?

1. Yes \_\_\_\_\_ 1
2. Mixed feelings \_\_\_\_\_ 2
3. No \_\_\_\_\_ 3

38. If you were free to choose, which productivity practice would you prefer?

\_\_\_\_\_ 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3

39. What is your company's practice on technological changes which reduce the number of workers on the job?

1. changes are made by management without advance notice to union \_\_\_\_\_ 1
2. management gives advance notice before change, but does not consult \_\_\_\_\_ 2
3. management consults prior to change but can proceed without union agreement \_\_\_\_\_ 3
4. no changes made without prior union agreement \_\_\_\_\_ 4

40. Are you satisfied with this?

1. Yes \_\_\_\_\_ 1
2. Mixed feelings \_\_\_\_\_ 2
3. No \_\_\_\_\_ 3

41. If you were free to choose which practice would you prefer?

\_\_\_\_\_ 1    2    3    4

42. What is your company's practice on items subject to the grievance procedure?

1. only items specified in the contract \_\_\_\_\_ 1
2. contract items plus others by mutual consent of the company and union \_\_\_\_\_ 2
3. contract items plus some other types of issues raised by either party \_\_\_\_\_ 3
4. any item which either party wishes to raise \_\_\_\_\_ 4

43. Are you satisfied with this?

1. Yes \_\_\_\_\_ 1
2. Mixed feelings \_\_\_\_\_ 2
3. No \_\_\_\_\_ 3

44. If you were free to choose, which practice on grievance procedure would you prefer?

\_\_\_\_\_ 1    2    3    4

45. Does this establishment hold any formal labour-management consultation meetings?

1. Yes \_\_\_\_\_ 1
2. No \_\_\_\_\_ 2

If no, go to No. 54.

46. How often are these meetings held?

1. as required \_\_\_\_\_ 1
2. monthly \_\_\_\_\_ 2
3. quarterly \_\_\_\_\_ 3
4. other (specify) \_\_\_\_\_ 4

47. What were the major topics discussed in these meetings over the past year?

1. \_\_\_\_\_ 1
2. \_\_\_\_\_ 2
3. \_\_\_\_\_ 3

48. Would you prefer that these discussions were held more often?

1. more often at regularly scheduled times	1
2. more often but not necessarily at regular times	2
3. no change from present	3
4. less often but regularly scheduled	4
5. less often and not regularly scheduled	5
6. prefer that no such meetings were held at all	6

49. Were these discussions limited to information-sharing and exchange of ideas, or did they result in agreements?

1. always limited to information sharing and the exchange of ideas	1
2. usually limited to information and idea sharing but some agreements were reached	2
3. agreements were usually reached in these discussions	3
4. agreements were always reached in these discussions	4

50. Would you prefer that these discussions were limited to information sharing and exchange of ideas, or resulted in agreements?

1. prefer discussions limited to information sharing and idea sharing	1
2. prefer that agreements were usually reached in these discussions	2
3. prefer that agreements were always reached in these discussions	3

51. How do you feel in general about the way consultations with the union are held other than over grievance and contract issues?

1. very satisfied	1
2. moderately satisfied	2
3. moderately dissatisfied	3
4. very dissatisfied	4

52. Who participates in these consultations for management and union?

Management	Union
1. _____	1
2. _____	2
3. _____	3

53. Are those consultations effective in improving plant labour-management relations?

1. Yes	1
2. No	2

54. Do you think labour-management consultations would be useful in this establishment?

1. Yes	1
2. No	2

Why? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Part Three

55. In general, how do you personally feel about your company's relations with the union?

1. very satisfied	1
2. moderately satisfied	2
3. moderately dissatisfied	3
4. very dissatisfied	4

56. Is the union generally reasonable or not in its claims?

1. very reasonable	1
2. reasonable most of the time	2
3. frequently unreasonable	3
4. extremely unreasonable	4

57. Does the union interfere seriously with how the company is managed, or does the management have a reasonably free hand in running the plant?

1. union is no problem	1
2. it interferes a little but not seriously	2
3. it interferes quite often	3
4. it seriously interferes with management	4

58. How do you feel about using the union as the main channel of communication with the workers on company policies?

1. strongly favour	1
2. moderately favour	2
3. moderately oppose	3
4. strongly oppose	4

59. In how many of the last two contract negotiations were conciliation services used?

1. none	1
2. one	2
3. two	3

60. In the course of the last negotiations were you suspicious of the company's (union's) intentions?

1. often	1
2. sometimes	2
3. rarely	3
4. never	4

61. During the contract negotiations were any threats made by either side of extreme action such as strikes, walkouts, lockouts, slowdowns, or plant relocations?

1. often	1
2. fairly often	2
3. seldom	3
4. never	4

62. Did a work stoppage or plant shutdown occur during the last contract negotiations?

1. Yes	1
2. No	2

If no, go to No. 63.

Indicate the nature of the action, the number of workers involved and the number of work days lost.

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63. What did you regard as the three major subjects dealt with in those negotiations?

1. _____	1
2. _____	2
3. _____	3

64. How far did you feel the company was pushed in the last negotiations by the possibility of a strike?

1. not at all	1
2. only to a slight extent	2
3. to a considerable extent	3
4. to a great extent	4

65. If time limits are specified in the grievance procedure are they adhered to?

1. ignored in practice	1
2. not strictly followed	2
3. are strictly followed	3

66. Is it customary practice for a grievance to be written if carried beyond the foreman level (or first line supervisor)?

1. Yes	1
2. No	2

67. During the past year approximately how many grievances were contested by the union beyond the decision of the foreman or first line supervisor?

\_\_\_\_\_ 1

68. List the three issues which occurred most often.

1. _____	1
2. _____	2
3. _____	3

69. Did any work stoppages, shutdowns, slowdowns, etc. occur during the past year because of grievances?

1. Yes \_\_\_\_\_ 1  
2. No \_\_\_\_\_ 2

If yes, indicate separately the number of such stoppages and shutdowns, the number of employees involved in each, and the number of work days lost.

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70. In settling grievances covered by the contract, did the union (company) follow the contract strictly, or did it look at each case on its own merits?

	<u>Management</u>	<u>Union</u>
1. strict adherence to the contract	_____	1
2. some exceptions	_____	2
3. looked at each case on its own merits regardless of contract	_____	3

71. Did threats precede any work stoppages, shutdowns, slowdowns, etc.?

1. often	_____	1
2. fairly often	_____	2
3. seldom	_____	3
4. never	_____	4

72. Does previous practice make an important difference in management (union) decisions?

1. usually	_____	1
2. sometimes	_____	2
3. rarely or never	_____	3

73. Which of the following statements most nearly describes the union role in the company? (can check more than one if required)

1. the union helps stabilize wages and competition in the industry	_____	1
2. the union interferes with discipline	_____	2
3. the union helps management run the plant more efficiently	_____	3
4. the union endangers the competitive position of the firm	_____	4
5. the union promotes harmony between management and the workers	_____	5
6. the union reduces worker productivity	_____	6
7. the union cooperates with management in maintaining discipline	_____	7
8. the union helps management increase worker productivity	_____	8
9. the union promotes discord between management and the workers	_____	9

10. the union distorts the views of the workers to management \_\_\_\_\_ 10  
11. the union interferes with efficient management of the plant \_\_\_\_\_ 11  
12. the union is a valuable means of communicating the workers' view to management \_\_\_\_\_ 12

74. In your opinion are the representatives of management (union) at the supervisory(steward) level knowledgeable about the content of the contract?  
1. Yes \_\_\_\_\_ 1  
2. No \_\_\_\_\_ 2

Part Four

75. In what special situations, if any, is the community entitled to protect itself against harm resulting from strikes?

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76. What forms do you feel this protection should take?

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77. Is the strike a useful tool in modern collective bargaining?

1. Yes \_\_\_\_\_ 1  
2. No \_\_\_\_\_ 2

78. What could be substituted for the strike?

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79. What are the principal causes for the breakdown in collective bargaining which results in a labour dispute?

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Part Five

80. What measures, if any, do you use to assess the effectiveness of the labour relations functions in this establishment?

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81. Are cooperation and consultation with the union on matters outside of the contract useful methods of improving the collective bargaining relationship?

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82. Would you like to comment on the questionnaire, the Task Force or any other matter you feel is pertinent to the problems we face in the labour relations field today?

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Part Six

83. In what manner does management motivate its employees?

1. Fear, threats, punishment, and occasional rewards	_____ 1
2. Reward and some actual or potential punishment	_____ 2
3. Rewards and occasional punishment	_____ 3
4. Through participation in setting goals, improving methods, etc.	_____ 4

84. How would you categorize the employees' attitudes towards the organization?

1. Usually hostile	_____ 1
2. Sometimes hostile	_____ 2
3. More often favourable	_____ 3
4. Strongly favourable	_____ 4

85. In your opinion, how responsible does the employee feel in the achievement of the establishment's goals or objectives?

1. Ignorant of company goals	_____ 1
2. Deliberately ignores the company's goals	_____ 2
3. Behaviour contrary to company goals	_____ 3
4. Feels little responsibility	_____ 4
5. Usually feels relatively responsible	_____ 5
6. Feels largely responsible	_____ 6

86. At what level in the organization are decisions formally made?

1. Bulk of decisions are made by top management only	_____ 1
2. Policy made by top management, decisions within the policy made at lower level	_____ 2
3. Broad policy and general decisions made by top management, specific decisions made at lower levels	_____ 3
4. Decision-making widely done throughout the organization	_____ 4

87. How is the goal setting or ordering usually done in this establishment?

1. Orders are issued with no opportunity to comment	_____ 1
2. Orders are issued with opportunity to comment	_____ 2
3. Goals are set or orders issued after discussion	_____ 3
4. Except in emergencies, goals are usually established by means of group participation	_____ 4



Appendix B1  
Mail Survey Questionnaire - English

THE UNIVERSITY OF WESTERN ONTARIO  
SCHOOL OF BUSINESS ADMINISTRATION



July 4, 1967

LONDON, CANADA

This survey is being conducted by the School of Business Administration, University of Western Ontario for the Prime Minister's Task Force on Labour Relations. The information provided will be confidential and any published reports arising from this study will be presented such that survey participants will remain anonymous. The number on the upper right hand corner of this page will only be used to prevent duplication in our follow-up procedures.

Definitions

Skilled  
Those trades, designated or non-designated requiring a period of apprenticeship (or recognized equivalent trade training) under the supervision of the Provincial Department of Labour. Jobs in this category are characterized by a high degree of transferability between plants and industries and varying degrees of job responsibility. e.g. Carpenters, Bricklayers, Tool and Die Makers, Millwrights, Electricians, etc.

Semi-Skilled  
Those jobs requiring training on a formal or informal basis but where such training does not result in certification by the Provincial Dept. of Labour. Such training may or may not be transferrable from plant to plant or industry to industry. Semi-skilled jobs are characterized by varying degrees of responsibility. Usually this responsibility is tied to the significance of the specific job in the process or the degree of investment required to perform the job. e.g. Assemblers, Production Welders, Machine Operators.

Unskilled

Those jobs requiring little or no training for effective performance. e.g. Packers, Janitors, Material Handlers, etc.

Clerical

Characterized by varying degrees of skill and responsibility, usually involving work with company records and paperwork as a significant portion of the job. e.g. Typists, Stock Clerks, Sales Clerks.

Instructions

Please complete each of the questions in the questionnaire except those set out in the skip pattern instructions. In some cases the data requested will not apply to your establishment, please mark these not applicable. (N. A.)

Space has been provided at the end of this questionnaire for your comments. However, if it is inadequate please feel free to insert additional sheets. We welcome any expression you may wish to make pertaining to labour relations. Of course, as with all the information submitted your expressions of opinion will be confidential.

The number which appears on this questionnaire will only be used to prevent duplication in follow-up.

Please specify the union involved.

No. in Affiliation

Union	Barg. Unit	Affiliation
1.		1
2.		2
3.		3

4. Is this establishment a subsidiary or branch of a larger firm?

1. Yes        1

2. No        2

If no, go to 7

5. Does the central office of the firm provide labour relations assistance?

1. Yes        1

2. No        2

If no, go to 7

1. How many persons does your firm employ in this location? (Average over last 12 months)        1
2. Approximately how many employees do you have in each of the following categories? (See category descriptions on instruction sheet)
  1. clerical        1
  2. skilled        2
  3. semi skilled        3
  4. unskilled        4
  5. other        5
3. Are the employees of this establishment represented by more than one union?
  1. Yes        1
  2. No        2

6. On what issues or subjects is such assistance provided?

1. \_\_\_\_\_ 1  
2. \_\_\_\_\_ 2  
3. \_\_\_\_\_ 3

7. Is the contract confined to this establishment?  
1. Yes 1  
2. No 2

8. Approximately what percentage of your product cost (or service cost) do wages and salaries represent? \_\_\_\_\_ 81

9. Has this percentage changed significantly over the past five years?  
1. Yes 1  
If no, go to 11 2. No 2

10. What has caused the change and approximately what percentage would you estimate the increase or decrease to be?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

11. How is the ownership of this company distributed?  
1. tightly held by a small group 1  
2. majority held by a small group 2  
3. stock widely held 3  
4. wholly owned subsidiary 4

12. What is the usual pattern of production in this company?  
1. very steady throughout the year 1  
2. moderate fluctuations 2  
3. highly seasonal 3

13. How would you describe this firm's average growth rate? (Sales and No. of Employees)?  
Sales Employees  
1. increasing rapidly 1  
2. increasing moderately 2  
3. relatively static 3  
4. declining 4

14. How long has this establishment been unionized? \_\_\_\_\_ 1

15. Approximately what is the net investment in plant and equipment at this location? \_\_\_\_\_ 1

16. Do you expect a significant increase in this investment in the next two years?  
1. Yes 1  
2. No 2  
If no, go to 18

17. What is the purpose of this investment?  
1. increase capacity 1  
2. improve existing operation 2  
3. other 3

18. Is your firm a member of any employer associations which are involved in labour relations problems?  
1. Yes 1  
2. No 2  
If yes, specify \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

19. Who represented the company and the union during the last contract or wage negotiations?  
Management  
1. Chief executive 1  
2. Production head 2  
3. L-R or I-R director 3  
4. Central office rep. 4  
5. Other (specify) 5  
6. " " 6

Union  
1. Union president 1  
2. International rep. 2  
3. Business agent 3  
4. Steward(s) 4  
5. Other (specify) 5  
6. " " 6

20. In the contract negotiations do the management and union negotiators have full authority to reach an agreement?  
Mgt. Union  
1. has final authority 1  
2. has final authority within specified limits 2  
3. must submit agreement for final approval 3

21. In preparation for your negotiations what sources of information do you make use of?  
1. Associations (specify)  
2. Local Contracts 2  
3. Forecasts (specify)  
4. Government Data (specify) 3  
5. Conventions and Special Programs 4  
6. Other (specify) 5

22. How many persons in this establishment are engaged in labour relations work? (If one man less than full time show as a fraction) \_\_\_\_\_ 1

23. Are there special occasions when management engages outside help in labour relations problems?

1. Yes \_\_\_\_\_ 1

If no, go to 25 2. No \_\_\_\_\_ 2

24. Specify the type of problem and the person engaged.

Problem _____	Person _____
1. _____	1
2. _____	2
3. _____	3

25. Do you employ an incentive payment scheme in this plant? 1. Yes \_\_\_\_\_ 1  
2. No \_\_\_\_\_ 2

If yes, specify type of scheme and percentage of employees on the scheme

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

26. What type of union security is specified in your agreement?

1. maintenance of membership	1
2. Rand Formula	2
3. union shop	3
4. closed shop	4
5. other (specify)	5

27. If you were free to choose, which types would you prefer?

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4. \_\_\_\_\_  
5. \_\_\_\_\_

28. What is the company practice on seniority for layoffs?

1. seniority is not given more weight than any number of other factors	1
2. seniority determines only if ability and other factors are equal	2
3. seniority alone is followed but there are some exceptions	3
4. seniority is strictly followed	4
5. seniority is not used at all	5

29. If you were free to choose which would you prefer?

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4. \_\_\_\_\_ 5

30. What is the company practice on setting safety rules?

1. safety is entirely a mgt. responsibility	1
2. the union is consulted for suggestions but mgt. makes rules	2
3. safety rules are jointly determined by mgt. and union	3
4. some safety rules are determined solely by the union	4

31. If you were free to choose, which practice would you prefer?

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4

32. What is your company practice on setting levels of productivity (rates of output, standards, etc.)

1. productivity is entirely a mgt. function	1
2. mgt. sets levels--union can raise grievances	2
3. union participates with mgt. in setting productivity rates	3

33. If you were free to choose, which productivity practice would you prefer?

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3

34. What is your company practice on technological changes which reduce the number of workers on the job?

1. changes are made by mgt. without advance notice to union	1
2. mgt. gives advance notice before change but does not consult	2
3. mgt. consults prior to change but can proceed without union agreement	3
4. no changes made without prior union agreement	4

35. If you were free to choose which practice would you prefer?

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4

36. What is your company practice on discharge for inefficiency?

1. discharge is made by mgt. without advance notice to union	1
2. mgt. gives notice to union before discharge but does not consult	2
3. mgt. consults prior to discharge but can proceed without union agreement	3
4. no discharge may be made without prior union agreement	4
5. other (specify)	5

NOTE: The questionnaire is continued on page 6. Please ret

FACT PROFILE	ITEMS	1957	1958	1959	
1.	In which of the years shown did your company negotiate new contracts?				
2.	Approximately when did negotiations for each of the contracts begin and conclude? (Dates if possible)		-----	-----	-----
3.	If legal strikes occurred in conjunction with any of the contracts please note under appro. year the no. of man-days lost & duration of strike.	-----	-----	-----	-----
4.	Were conciliation services used by your company in any of the negotiations?				
5.	Has your company experienced "wildcat" strikes in any of the years shown? Please indicate number of strikes and total man-days lost.	-----	-----	-----	-----
6.	How many grievances were processed beyond the first step of your procedure in each of the years shown?				
7.	How many grievances are taken to arbitration in each of the years noted?				
8.	How many of these were decided in favour of the company position?				
9.	If your company has obtained injunctions in a labour situation please note number and reason under the appropriate year.				

urn to this profile upon completion of the other questions.

37. If you were free to choose, which type of discharge practice would you prefer?

1 2 3 4 5

38. What is your company's practice on items subject to the grievance procedure?

1. only items specified in the contract 1
2. contract items plus others by mutual consent of the Co. and union 2
3. contract items plus some other types of issues raised by either party 3
4. any item which either party wishes to raise 4

39. If you were free to choose, which practice on grievance procedure would you prefer?

1 2 3 4

40. Does this establishment hold any formal labour management consultation meetings?

1. Yes 1  
If no, go to 49 2. No 2

41. How often are these meetings held?

1. as required 1
2. monthly 2
3. quarterly 3
4. other (specify) 4

42. What were the major topics discussed in these meetings over the past year?

1. \_\_\_\_\_ 1
2. \_\_\_\_\_ 2
3. \_\_\_\_\_ 3

43. Would you prefer that these discussions were held more often?

1. more often at regularly scheduled times 1
2. more often but not necessarily at regular times 2
3. no change from present 3
4. less often but regularly scheduled 4
5. less often and not regularly scheduled 5
6. prefer that no such meetings were held at all 6

44. Were these discussions limited to information-sharing and exchange of ideas, or did they result in agreements?

1. always limited to information sharing and the exchange of ideas 1

2. usually limited to information sharing and idea sharing but some agreements were reached 2
3. agreements were usually reached in these discussions 3
4. agreements were always reached in these discussions 4

45. Would you prefer that these discussions were limited to information sharing and exchange of ideas, or resulted in agreements?

1. prefer discussions limited to info. sharing & ideas sharing 1
2. prefer that agreements were usually reached in these discussions 2
3. prefer that agreements were always reached in these discussions 3

46. How do you feel in general about the way consultations with the union are held other than over grievance and contract issues?

1. very satisfied 1
2. moderately satisfied 2
3. moderately dissatisfied 3
4. very dissatisfied 4

47. Who participates in these consultations for management and union?

Management	Union
1. _____	1
2. _____	2
3. _____	3
4. _____	4

48. Are these consultations effective in improving plant labour-management relations?

1. Yes 1
2. No 2

49. Do you think labour-management consultations would be useful in this establishment?

1. Yes 1
2. No 2

Why? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

50. In general, how do you personally feel about your company's relations with the union?

1. very satisfied	1
2. moderately satisfied	2
3. moderately dissatisfied	3
4. very dissatisfied	4

51. Is the union generally reasonable or not in its claims?

1. very reasonable	1
2. reasonable most of the time	2
3. frequently unreasonable	3
4. extremely unreasonable	4

52. Does the union interfere seriously with how the company is managed, or does the management have a reasonably free hand in running the plant?

1. union is no problem	1
2. it interferes a little but not seriously	2
3. it interferes quite often	3
4. it seriously interferes with management	4

53. How do you feel about using the union as the main channel of communication with the workers on company policies?

1. strongly favour	1
2. moderately favour	2
3. moderately oppose	3
4. strongly oppose	4

54. In how many of the last two contract negotiations were conciliation services used?

1. none	1
2. one	2
3. two	3

55. In the course of the last negotiations were you suspicious of the union's intentions?

1. often	1
2. sometimes	2
3. rarely	3

56. During the contract negotiations, were any threats made by either side of extreme action such as strikes, walkouts, lockouts, slowdowns, or plant relocation?

1. often	1
2. fairly often	2
3. seldom	3
4. never	4

57. Did a work stoppage or plant shutdown occur during the last contract negotiations?

1. Yes	1
2. No	2

If no, go to 58

Indicate the nature of the action, the number of workers involved and the number of work days lost

58. What did you regard as the three major subjects dealt with in those negotiations?

1.	1
2.	2
3.	3

59. How far did you feel the company was pushed in the last negotiations by the possibility (or actuality) of a strike?

1. not at all	1
2. only to a slight extent	2
3. to a considerable extent	3
4. to a very great extent	4

60. If time limits are specified in the grievance procedure are they adhered to?

1. ignored in practice	1
2. not strictly followed	2
3. are strictly followed	3

61. Is it customary practice for a grievance to be written if carried beyond the foreman level (or first line supervisor)?

1. Yes	1
2. No	2

62. During the past year approximately how many grievances were contested by the union beyond the decision of the foreman or first line supv.?

63. List the three issues which occurred most often.

1.	1
2.	2
3.	3

64. Did any work stoppages, shutdowns, slowdowns, etc. occur during the past year because of grievances?

1. Yes	1
2. No	2

If yes, indicate separately the number of such stoppages and shutdowns, the number of employees involved in each, and the number of work days lost.

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65. Did threats precede any of the above actions?

1. often	1
2. fairly often	2
3. seldom	3
4. never	4

66. In settling grievances covered by the contract, does the company follow the contract strictly, or does it look at each case on its own merits?

	Mgt.	Union
1. strict adherence to the contract		1
2. some exceptions		2
3. looked at each case on its own merits regardless of contract		3

67. Does previous practice make an important difference in mgt. decisions?

1. usually \_\_\_\_\_  
2. sometimes \_\_\_\_\_  
3. rarely or never \_\_\_\_\_

68. In your opinion are the representatives of management at the supervisory level knowledgeable about the content of the contract?

1. Yes	1
2. No	2

69. In what manner does management motivate its employees?

1. fear threats, punishment, and occasional rewards 1
2. reward and some actual or potential punishment 2
3. rewards and occasional punishment 3
4. through participation in setting goals, improving methods, etc. 4

70. How would you categorize the employees attitudes towards the organization?

1. usually hostile	1
2. sometimes hostile	2
3. more often favourable	3
4. strongly favourable	4

71. In your opinion, how responsible does the employee feel in the achievement of the establishment's goals or objectives?

1. ignorant of company goals 1
2. deliberately ignores the company goals 2
3. feels little responsibility 3
4. behavior contrary to company goals 4
5. usually feels relatively responsible 5
6. feels largely responsible 6

72. At what level in the organization are decisions formally made?

1. bulk of decision are made by top mgt. only 1
2. policy made by top mgt., decisions within policy made at lower level 2
3. broad policy and general decisions made by top mgt., specific decisions made at lower level 3
4. decision-making widely done throughout the organization 4

73. How is the goal setting or ordering usually done in this establishment?

1. orders are issued with no opportunity to comment 1
2. orders are issued with opportunity to comment 2
3. goals are set or orders issued after discussion 3
4. except in emergencies, goals are usually established by means of group participation 4

75. Would you like to comment on the questionnaire, the Task Force or any other matters you feel are pertinent to the problems we face in the labour relations field today?

Handwriting practice lines for the word 'the'.

UNIVERSITÉ LAVAL Appendix B2 Mail Survey Questionnaire - French

UNIVERSITÉ LAVAL  
ÉCOLE UNIVERSITAIRE  
SCHOOL OF CANADA

THE UNIVERSITY OF WESTERN ONTARIO  
SCHOOL OF BUSINESS ADMINISTRATION



London, Ontario

Le 17 juillet, 1967

Cette étude, sous la responsabilité conjointe de l'Université Laval et du "School of Business Administration" de l'Université Western est conduits sous les auspices de la Commission Spéciale sur les relations ouvrières, établie par le Premier Ministre du Canada en décembre 1966. Il est important de noter que toutes informations transmises demeureront confidentielles, de même que toutes publications faisant suite à cette étude seront telles qu'aucune identification de personnes ou de compagnies sera possible. Le numéro qui apparaît au haut du questionnaire n'est que pour fin de contrôle.

Définitions

Spécialisé

Tout métier qui requiert une période d'apprentissage (ou un stage de formation équivalent) sous le contrôle du Ministère du Travail Provincial. Sont considérées dans cette catégorie, les occupations pouvant permettre un transfert d'une usine à l'autre ou d'une industrie à l'autre, à divers niveaux de responsabilité, e.g. menuisiers, briqueteurs, électriciens, mécaniciens, etc.

Non-spécialisé

Tout travail requérant peu ou pas de formation formelle, e.g. emballeur, concierge, etc.

Instructions

Prière de compléter chacune des questions, sauf cellesques vous devez sauter. Aux questions ne s'appliquent pas à votre établissement, veuillez y inscrire "non-applicable" (N.A.). Un espace en blanc fût ajouté à la fin du questionnaire pour y recevoir vos commentaires. Si toutefois l'espace était insuffisant, nous vous suggérons d'y ajouter des feuilles supplémentaires. Inutile de souligner combien vos commentaires sur le sujet des relations ouvrières sont bienvenus.

1. Quel est le nombre d'employés au niveau de votre usine dans cette localité? (moyenne de l'année).  
oui \_\_\_\_\_ 1.  
non \_\_\_\_\_ 2.

2. Quel est la répartition (approx.) des employés dans chacune des catégories suivantes?  
1. cléricale \_\_\_\_\_ 1.  
2. spécialisées \_\_\_\_\_ 2.  
3. semi-spécialisées \_\_\_\_\_ 3.  
4. non-spécialisées \_\_\_\_\_ 4.  
5. autre \_\_\_\_\_ 5.

3. Les employés de cet établissement sont-ils représentés par plus d'une union ouvrière?  
oui \_\_\_\_\_ 1.  
non \_\_\_\_\_ 2.

Prière de spécifier:  
a) le (a) nom(s) de(s) union(s) concerné(s),  
b) le nom de la centrale syndicale avec laquelle chacune des unions est affiliée.  
c) le nombre d'ouvriers compris dans l'unité de négociation.

Nom de l'union	filiale	No. d'employés par unité de négociation
1.		
2.		
3.		

4. Cet établissement est-il une succursale ou filiale d'une plus grande raison sociale?  
oui \_\_\_\_\_ 1.  
non \_\_\_\_\_ 2.

Si non, sautez nos. 5 & 6.

Semi-spécialisé

Tout travail qui requiert plus ou moins une formation spécifique pas nécessairement reconnue par le Ministère du Travail Provincial. La spécialisation reste pourtant servir d'une usine à une autre ou d'une industrie à une autre. Un travail semi-spécialisé peut s'étendre à divers niveaux de responsabilité se rattachant normalement à un travail spécifique, e.g. riveteurs, assemblateurs, opérateurs de machines, etc.

Clérical

Caractérisé par divers niveaux de spécialisation et de responsabilité se rapportant normalement à des travaux de bureau, e.g. dactylos, préposés à l'approvisionnement, aux ventes, etc.

5. La maison-mère vous fournit-elle un service quelconque dans le domaine des relations ouvrières?  
oui \_\_\_\_\_ 1.  
non \_\_\_\_\_ 2.

Si non, sautez no. 6.

6. Si oui, quelle en est la nature, ou en quoi consistent ces services?  
1. \_\_\_\_\_ 1.  
2. \_\_\_\_\_ 2.  
3. \_\_\_\_\_ 3.

7. La présente convention collective couvre-t-elle seulement cet établissement?  
oui \_\_\_\_\_ 1.  
non \_\_\_\_\_ 2.

8. Quel pourcentage du coût de production ou de vos services représentent les salaires?  
1. \_\_\_\_\_ 1.

9. Ce pourcentage a-t-il changé de façon sensible depuis les cinq dernières années?  
oui \_\_\_\_\_ 1.  
non \_\_\_\_\_ 2.

Si non, sautez no. 10.

10. Quelle fût la raison de ce changement?  
\_\_\_\_\_

11. De quelle façon la propriété de cette entreprise est-elle répartie ou contrôlée?  
1. Rétenu par un groupe restreint. \_\_\_\_\_ 1.

-2-

	Patronat	Syndicat
2. La plus grande partie est retenue par un groupe restreint. <input type="text"/> 2.	_____	_____
3. Par une grande distribution des actions sur le marché. <input type="text"/> 3.	_____	_____
4. Totalement possédés par la maison-mère. <input type="text"/> 4.	_____	_____
12. Comment décririez-vous le comportement de la production dans cette usine?		
1. Stable durant toute l'année. <input type="text"/> 1.	_____	_____
2. Sujette à la moyenne. <input type="text"/> 2.	_____	_____
3. Saisonnière. <input type="text"/> 3.	_____	_____
13. Comment décririez-vous le taux de croissance de cette entreprise en termes du nombre d'employés et de ventes?	Ventes	Employés
1. Rapide <input type="text"/> 1.	_____	_____
2. Moyen <input type="text"/> 2.	_____	_____
3. Relativement stable <input type="text"/> 3.	_____	_____
4. A la baisse <input type="text"/> 4.	_____	_____
14. Depuis combien de temps cet établissement est-il syndiqué? <input type="text"/> 1.		
15. Quelle est la valeur de vos investissements dans cet établissement - (inclus l'outillage)? <input type="text"/> 1.		
16. Prévoyez-vous une augmentation sensible de ces investissements au cours des deux prochaines années? <input type="text"/> oui 1. <input type="text"/> non 2.		
Si non, sautez no. 17.		
17. Quel est le but de ces investissements?		
1. Augmentation de la capacité de production. <input type="text"/> 1.	_____	_____
2. Amélioration du système existant. <input type="text"/> 2.	_____	_____
3. Autres. <input type="text"/> 3.	_____	_____
18. Votre entreprise est-elle membre d'une association patronale s'occupant de relations de travail? <input type="text"/> oui 1. <input type="text"/> non 2.		
Si oui, spécifier <input type="text"/> _____		
19. Qui représente la compagnie et le syndicat au cours des dernières négociations?		
<b>Patronat</b>		
1. Président <input type="text"/> 1.	_____	_____
2. Gérant de production <input type="text"/> 2.	_____	_____
3. Directeur du service des relations ouvrières ou industrielles <input type="text"/> 3.	_____	_____
4. Un représentant du bureau-cbsf <input type="text"/> 4.	_____	_____
5. Autre (spécifier) <input type="text"/> 5.	_____	_____
<b>Syndicat</b>		
1. Président du syndicat <input type="text"/> 1.	_____	_____
2. Représentant international <input type="text"/> 2.	_____	_____
3. Agent d'affaires <input type="text"/> 3.	_____	_____
4. Autre (spécifier) <input type="text"/> 4.	_____	_____
20. Dans les négociations, les représentants patronaux et ouvrières ont-ils pleine autorité, ou doivent-ils référer ailleurs pour toutes décisions finales?		
1. Ont pleine autorité. <input type="text"/> 1.	_____	_____
2. Ont pleine autorité seulement dans certaines limites. <input type="text"/> 2.	_____	_____
3. Doivent soumettre leurs décisions à l'autorité supérieure de l'entreprise. <input type="text"/> 3.	_____	_____
4. Doivent soumettre leurs décisions à l'association patronale/ou aux employés. <input type="text"/> 4.	_____	_____
5. Doivent soumettre leurs décisions au bureau-chef de l'extérieur. <input type="text"/> 5.	_____	_____
6. Autre (spécifier). <input type="text"/> 6.		
21. Quelles sont les sources d'information auxquelles vous référez vos négociations?		
1. Associations (spécifier) <input type="text"/> 1.		
2. Conventions collectives locales. <input type="text"/> 2.		
3. Prévisions (spécifier) <input type="text"/> 3.		
4. Gouvernement. <input type="text"/> 4.		
5. Programmes spéciaux (spécifier) <input type="text"/> 5.		
6. Autre (spécifier) <input type="text"/> 6.		
22. Combien de personnes s'occupent présentement des relations ouvrières dans votre entreprise? (Pour personnel à temps partiel, indiquer l'équivalent en fraction) <input type="text"/> 1.		
23. Votre entreprise a-t-elle recours aux services de spécialistes de l'extérieur dans vos conflits ouvriers? <input type="text"/> oui 1. <input type="text"/> non 2.		
Si non, sautez no. 24.		
24. Spécifier la nature des conflits et le nom des consultants dont les services ont été retenus.		
<b>Conflits</b>		
1. <input type="text"/> 1.	_____	_____
2. <input type="text"/> 2.	_____	_____
3. <input type="text"/> 3.	_____	_____
<b>Consultants</b>		
1. <input type="text"/> 1.	_____	_____
2. <input type="text"/> 2.	_____	_____
3. <input type="text"/> 3.	_____	_____

25. Existe-t-il un système de rémunération au  
au rendement dans votre entreprise.  
oui \_\_\_\_\_ 1.  
non \_\_\_\_\_ 2.  
Si oui, spécifier quel genre et le pourcentage  
d'ouvriers engagés dans ce plan.  
\_\_\_\_\_

26. Quelle est la nature de votre clause de sécurité syndicale?  
1. Atelier syndical imparfait. \_\_\_\_\_ 1.  
2. Maintien d'affiliation. \_\_\_\_\_ 2.  
3. Atelier syndical parfait. \_\_\_\_\_ 3.  
4. Atelier préférentiel. \_\_\_\_\_ 4.  
5. Atelier fermé. \_\_\_\_\_ 5.  
6. Formule Rand. \_\_\_\_\_ 6.  
7. Autre (spécifier) \_\_\_\_\_ 7.

27. Si vous aviez la liberté de choisir, pour  
laquelle opteriez-vous?  
1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4. \_\_\_\_\_ 5.  
6. \_\_\_\_\_ 7.

28. Quel rôle joue l'ancienneté pour ce qui a trait  
au congédiement?  
1. L'ancienneté ne prévaut pas plus que d'autres  
facteurs. \_\_\_\_\_ 1.  
2. L'ancienneté prévaut seulement si  
l'habileté et d'autres facteurs sont  
égaux. \_\_\_\_\_ 2.  
3. Seule l'ancienneté est considérée mais il  
peut y avoir des exceptions. \_\_\_\_\_ 3.  
4. L'ancienneté n'est pas du tout  
considérée. \_\_\_\_\_ 4.  
5. L'ancienneté seule est considérée. \_\_\_\_\_ 5.

29. Si vous étiez libre de choisir, pour lequel  
opteriez-vous?  
1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4.  
5.

30. Quelle pratique votre compagnie suit-elle dans  
l'établissement des normes de sécurité?  
1. La compagnie en est totalement  
responsable. \_\_\_\_\_ 1.  
2. Le syndicat est consulté, mais la  
compagnie décide des normes à établir. \_\_\_\_\_ 2.  
3. Les normes de sécurité sont établies con-  
jointement par la compagnie et la  
syndicat. \_\_\_\_\_ 3.  
4. Certaines normes sont établies par le  
syndicat uniquement. \_\_\_\_\_ 4.  
5.

31. Si vous étiez libre de choisir, pour laquelle  
opteriez-vous?  
1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4.

32. Comment sont établies les normes de production  
(standards, taux, etc.)?  
1. Relèvent entièrement de la direction. \_\_\_\_\_ 1.  
2. La direction établit les normes, mais  
l'union a le droit de soulever des  
griefs. \_\_\_\_\_ 2.  
3. Les normes sont établies conjointement  
pour la compagnie et le syndicat. \_\_\_\_\_ 3.

33. Si vous étiez libre de choisir, pour  
quelle pratique opteriez-vous?  
1. \_\_\_\_\_ 2. \_\_\_\_\_ 3.

34. Quelle pratique suivez-vous dans l'éta-  
blement des changements technologiques  
entretenant une réduction de la main-  
d'œuvre?  
1. Les changements sont faits sans  
aviser le syndicat au préalable. \_\_\_\_\_ 1.  
2. La compagnie avise au préalable  
le syndicat, mais ne le consulte  
pas. \_\_\_\_\_ 2.  
3. La compagnie consulte l'union avant  
de procéder mais ne requiert pas  
son approbation pour effectuer les  
changements considérés. \_\_\_\_\_ 3.  
4. Aucun changement ne peut être  
effectué sans entente au  
préalable avec le syndicat. \_\_\_\_\_ 4.

35. Si vous étiez libre de choisir, quelle  
pratique choisissez-vous?  
1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4.

36. Quelle pratique suivez-vous pour ce qui  
a trait au congédiement pour inefficacité?  
1. Congédiement sans pré-avis au  
syndicat. \_\_\_\_\_ 1.  
2. Avis est donné avant de congédier,  
mais la compagnie ne consulte pas  
le syndicat. \_\_\_\_\_ 2.  
3. La direction consulte avant de  
procéder, mais ne requiert pas son  
acceptation pour procéder. \_\_\_\_\_ 3.  
4. La direction ne peut pas procéder  
sans entente au préalable avec le  
syndicat. \_\_\_\_\_ 4.  
5. Autre (spécifier) \_\_\_\_\_ 5.

37. Si vous étiez libre de choisir, quelle pratique  
choisissez-vous?  
1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4. \_\_\_\_\_ 5.

38. Quelle politique la compagnie suit-elle au  
sujet des griefs?  
1. Seuls les items spécifiés dans la  
convention collective sont admis. \_\_\_\_\_ 1.  
2. Les items spécifiés dans la convention  
collective et autres sont acceptés par  
les deux parties. \_\_\_\_\_ 2.  
3. Les items spécifiés dans la convention  
collective et autres problèmes soulevés  
par l'un ou l'autre des partis. \_\_\_\_\_ 3.  
4. Tout problème soulevé par l'un ou  
l'autre des partis. \_\_\_\_\_ 4.

39. Si vous étiez libre de choisir, quelle  
politique choisissez-vous?  
1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_ 4.

40. Pour fins de consultation entre la direction  
et le syndicat, existe-t-il des rencontres  
officielles?  
oui \_\_\_\_\_ 1.  
non \_\_\_\_\_ 2.  
Sinon, sautez no. 41-49.

41. Quelle est la fréquence de ces rencontres?

1. Suivent les besoins. 1.
2. Mensuelles. 2.
3. A tous les quatre mois. 3.
4. Autres (spécifier). 4.

42. Pour l'en passé, sur quels sujets majeurs ont porté les discussions au cours de ces rencontres?

1. \_\_\_\_\_ 1.
2. \_\_\_\_\_ 2.
3. \_\_\_\_\_ 3.

43. Préféreriez-vous que ces rencontres aient lieu plus fréquemment?

1. Célébrées de façon régulière et plus fréquemment. 1.
2. Plus fréquemment, mais pas nécessairement célébrées d'avance. 2.
3. Aucun changement, comme à présent. 3.
4. Moins fréquemment, mais célébrées. 4.
5. Moins fréquemment, non célébrées. 5.
6. Préfère qu'aucune rencontre aie lieu. 6.

44. Est-ce que ces rencontres ont été limitées à un échange d'informations et d'idées, ou furent-elles le fruit d'ententes spécifiques?

1. Toujours limitées qu'à un échange d'informations et d'idées. 1.
2. Généralement limitées à un échange d'informations et d'idées, mais quelques ententes en découlèrent. 2.
3. Des ententes furent généralement conclues lors de ces rencontres. 3.
4. Il y a toujours eu des ententes à la suite de ces discussions. 4.

45. Préféreriez-vous que lors de ces rencontres, la discussion se limite à un échange d'informations et d'idées, ou qu'il en résulte des ententes?

1. Préférerais qu'elle soit limitée à l'échange d'informations et d'idées. 1.
2. Préférerais que généralement, des ententes en découlent. 2.
3. Préférerais qu'elle soit toujours la fruit d'ententes. 3.

46. Quelle est votre appréciation sur la façon dont se fait la consultation avec le syndicat en dehors de la négociation et l'administration de la convention collective?

1. Satisfait. 1.
2. Plus ou moins satisfait. 2.
3. Plutôt non satisfait. 3.
4. Non satisfait. 4.

47. Qui participe à ces rencontres du côté patronal et ouvrier?

Patronal

1. \_\_\_\_\_ 1.
2. \_\_\_\_\_ 2.
3. \_\_\_\_\_ 3.

Ouvrier

1. \_\_\_\_\_ 1.
2. \_\_\_\_\_ 2.
3. \_\_\_\_\_ 3.

48. Est-ce que ces rencontres ont amélioré l'état des relations patronales-ouvrières?

oui \_\_\_\_\_ 1.  
non \_\_\_\_\_ 2.

49. La consultation patronale-ouvrière serait-elle utile dans cette entreprise?

oui \_\_\_\_\_ 1.  
non \_\_\_\_\_ 2.

Pourquoi? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

50. Êtes-vous satisfait de la nature des relations qu'entretient votre compagnie avec le syndicat?

1. Très satisfait. 1.
2. Plus ou moins satisfait. 2.
3. Non satisfait. 3.
4. Déçu. 4.

51. Considérez-vous que le syndicat fait généralement des demandes raisonnables?

1. Très raisonnables. 1.
2. Généralement raisonnables. 2.
3. Fréquemment non-raisonnables. 3.
4. Extrêmement non-raisonnables. 4.

52. Y a-t-il ingérence de la part du syndicat dans la gestion de cette 'entreprise'?

1. Le syndicat n'intervient aucune-ment. 1.
2. Peu, et de façon non-sérieuse. 2.
3. Fréquemment. 3.
4. Intervenant sérieusement. 4.

53. Quelle est votre opinion sur l'utilisation de l'union comme seul moyen de communication avec les ouvriers, sur les questions touchant les politiques internes?

1. Fortement en faveur. 1.
2. plus ou moins en faveur. 2.
3. plus ou moins opposé. 3.
4. Fortement opposé. 4.

54. Au cours des deux dernières conventions collectives, combien de fois avez-vous eu recours aux services d'un médiateur?

1. Aucune. 1.
2. Une fois. 2.
3. Deux fois. 3.

55. Lors des dernières négociations, doutiez-vous des intentions et de l'honnêteté du syndicat?

1. Oui, souvent. 1.
2. Quelquesfois. 2.
3. Rarament. 3.

56. Lors des négociations, y a-t-il eu des menaces proférées telles que grèves, fermeture de l'usine, ralentissement de la production, etc., de part et d'autre?

1. Oui, fréquemment. 1.  
2. Rarement. 2.  
3. Jamais. 3.

57. Est-ce qu'il y a eu arrêts de travail ou d'opérations lors des dernières négociations collectives? oui 1.  
non 2.

Si oui, indiquer quel genre d'actions, le nombre d'ouvriers touchés et de journées perdues.

58. Quels furent les trois principaux sujets discutés lors de ces négociations?

1. 1.  
2. 2.  
3. 3.

59. Jusqu'où à votre avis, la compagnie fut-elle pressée par l'imminence d'une grève au cours de ces négociations?

1. Aucunement. 1.  
2. Quelque peu. 2.  
3. Relativement beaucoup. 3.  
4. Beaucoup. 4.

60. S'il y a des limites de temps spécifiées dans la procédure des griefs, en tient-on compte?

1. En pratique, non. 1.  
2. Pas strictement suivies. 2.  
3. Strictement suivies. 3.

61. Est-ce que pratiques courantes de mettre par écrit, les griefs contestés au-delà du niveau du contre-maître (ou du premier responsable de la direction).oui 1.  
non 2.

62. Combien de griefs furent contestés au-delà de ce niveau l'an passé? 1.

63. Indiquer les trois griefs les plus souvent présentés.

1. 1.  
2. 2.  
3. 3.

64. Y a-t-il eu des arrêts de travail, d'opérations, etc., l'an passé, dûs à des griefs?

oui 1.  
non 2.

65. Avant de procéder à de telles actions, y a-t-il eu des menaces de proférées?

1. Oui, fréquemment. 1.  
2. Relativement souvent. 2.  
3. Rarement. 3.  
4. Aucune. 4.

66. Dans la solution des griefs couverts par la convention collective, la compagnie a-t-elle suivi la convention de façon rigide, ou a-t-elle considéré chaque cas au mérite?

1. De façon rigide, suivant la convention. 1.  
2. Il y a eu quelques exceptions. 2.  
3. Chaque grief a été regardé au mérite. 3.

67. Les pratiques antiréatives influent-elles sur les décisions de la direction?

1. Oui, normalement. 1.  
2. Quelquefois. 2.  
3. Rarement. 3.

68. A votre avis, les représentants de la direction (contre-maîtres, etc.) sont-ils au courant du contenu de la convention collective?

69. De quelle manière la direction motive-t-elle ses employés?

1. Par la crainte, menaces, sanctions et des récompenses occasionnelles. 1.  
2. Gratifications et possibilité de sanction. 2.  
3. Par participation dans l'établissement d'objectifs, de nouvelles méthodes, etc. 3.  
4. Autre. 4.

70. Quelle est l'attitude des employés à l'encontre de la direction ou de l'organisation?

1. Généralement hostile. 1.  
2. Quelquefois hostile. 2.  
3. Le plus souvent favorable. 3.  
4. Très favorable. 4.

Dans l'accomplissement de son travail, jusqu'à quel point l'employé se sent-il responsable vis-à-vis la compagnie?

1. Ne connaît pas les objectifs. 1.  
2. Ignore de façon délibérée les objectifs de la compagnie. 2.  
3. Se comporte de façon contraire à la réalisation des objectifs de la compagnie. 3.  
4. Ressent une certaine responsabilité. 4.  
5. Normalement, se sent relativement responsable. 5.  
6. Se sent fortement responsable. 6.

72. Dans l'organisation, à quel niveau les décisions sont-elles prises?

1. La plus grande partie au niveau de la haute direction. \_\_\_\_\_ 1.
2. Les politiques sont établies au niveau de la haute direction, mais les décisions sont prises à l'intérieur de cette ou de ces politiques à un niveau inférieur. \_\_\_\_\_ 2.
3. Les grandes politiques et décisions générales sont prises à un niveau supérieur, mais les décisions se rapportant aux détails sont prises à un niveau inférieur. \_\_\_\_\_ 3.
4. Les décisions sont prises à tous les échelons de l'organisation. \_\_\_\_\_ 4.

73. Quelle est la politique générale de la compagnie vis-à-vis l'établissement de ses objectifs, ou sur la façon dont les ordres sont transmis?

1. Aucune possibilité de commenter les ordres reçus. \_\_\_\_\_ 1.
2. Les ordres sont issus avec la possibilité de les commenter. \_\_\_\_\_ 2.
3. Les objectifs sont établis ou les ordres sont issus après discussion et consultation. \_\_\_\_\_ 3.
4. Sauf cas d'urgence, les objectifs sont établis en groupes. \_\_\_\_\_ 4.

74. Quelles sont les principales raisons qui mènent le bras des négociations qui dégénèrent en conflit?

\_\_\_\_\_

75. Avez-vous des commentaires au sujet de ce questionnaire ou sur d'autres problèmes ayant trait aux relations de travail existant aujourd'hui dans le monde du travail?

\_\_\_\_\_

A complir, pour chacune des années indiquées lorsqu'appllicable	1960	1961	1962	1963	1964	1965	1966
1. En quelles années votre compagnie a-t-elle négocié de nouvelles conventions collectives?							
2. Quand les négociations pour chaque convention ont-elles commencé et terminé (dates si possible)							
3. S'il y a eu des grèves légales en rapport avec ces conventions, s.v.p. indiquer (approx.) le nombre d'hommes/jours perdus et la durée de la grève.							
4. Votre compagnie a-t-elle eu recours aux services d'un conciliateur?							
5. Votre compagnie a-t-elle subi l'expérience d'un grève illégale durant ces années? Prière d'indiquer le nombre de grèves et le nombre d'hommes/jours perdus.							
6. Dans la procédure des grèves, combien de ces derniers ont-ils été portés au-delà du premier échelon? (contremaitre)							
7. Combien furent soumis à l'arbitrage?	-						
8. Combien furent réclus en faveur de la compagnie?							
9. Si votre compagnie a obtenu des injonctions durant ces années, s.v.p. indiquer le nombre et la raison.							



**Appendix C**  
**Short Form Questionnaire and Analysis**

**THE UNIVERSITY OF WESTERN ONTARIO**  
**SCHOOL OF BUSINESS ADMINISTRATION**



LONDON, CANADA

**Dear Sir:**

On \_\_\_\_\_, 1968, we mailed a questionnaire to your firm which was part of an extensive study being carried out for The Prime Minister's Task Force on Labour Relations by the School of Business Administration.

Thus far the response of Canadian Business to our endeavor has been exceptional and we are now in the final stages of completing our work. To add to our assurance that we have had responses from a random crossection of Canadian companies I would like to ask that you complete the three questions below and return the completed form in the enclosed envelope.

We appreciate your cooperation.

Yours truly,

G. Forsyth,  
Project Coordinator.

---

1. Approximately how many persons does your firm employ at this location. \_\_\_\_\_

2. Is this establishment a subsidiary or branch of some larger firm. Yes \_\_\_\_\_  
No \_\_\_\_\_

3. Is your firm a member of any employer associations which are involved in labour relations problems. Yes \_\_\_\_\_  
No \_\_\_\_\_

Analysis Non-Response Questionnaire

Non-Response Questionnaire<sup>1</sup>      Mail Survey Questionnaire<sup>3</sup>

Approximately how many persons does your firm employ at this location? <sup>3</sup>	More than 300	46	49
	Less than 300	54	51
Is this establishment a subsidiary or branch of some larger firm?	Yes	63	61
	No	36	39
Is your firm a member of any employer associations which are involved in labour relations problems?	Yes	47	42
	No	53	58

None of the differences in response between the two groups is significant.

<sup>1</sup> 53 returns

<sup>2</sup> 740 returns

<sup>3</sup> Companies in universe of mail sample all employed 100 or more persons.

## APPENDIX D

### Questions Used to Analyse Factors Associated with Types of Relations

1. How many persons does your firm employ in this location? (Average over last 12 months.)

(Co. size less than 300)

8. Approximately what percentage of your product cost (or service cost) do wages and salaries represent?

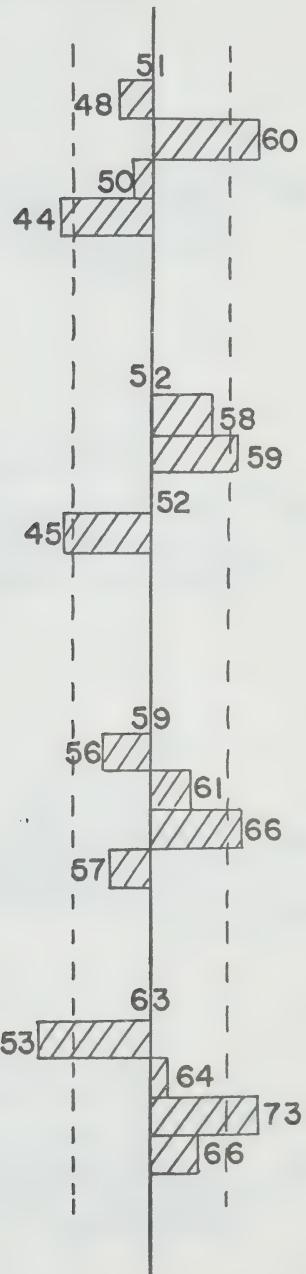
(Less than 30 percent)

13. How would you describe this firm's average growth rate? Number of Employees?

(Increase)

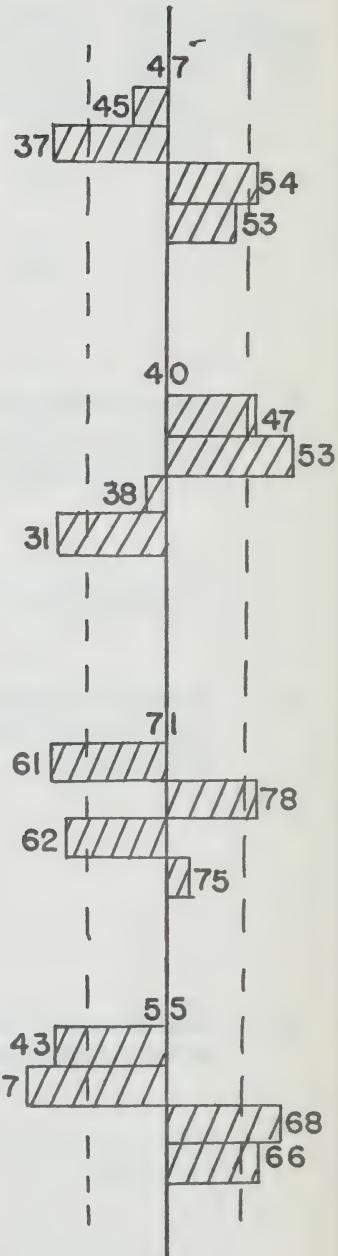
5. Does the central office of the firm provide labour relations assistance?

(Yes)



18. Is your firm a member of any employer associations which are involved in labour relations problems?

(Yes)



20. In the contract negotiations do the management and union negotiators have full authority to reach an agreement?

(Final Authority)

22. How many persons in this establishment are engaged in labour relations work? (If one man less than full time show as a fraction)

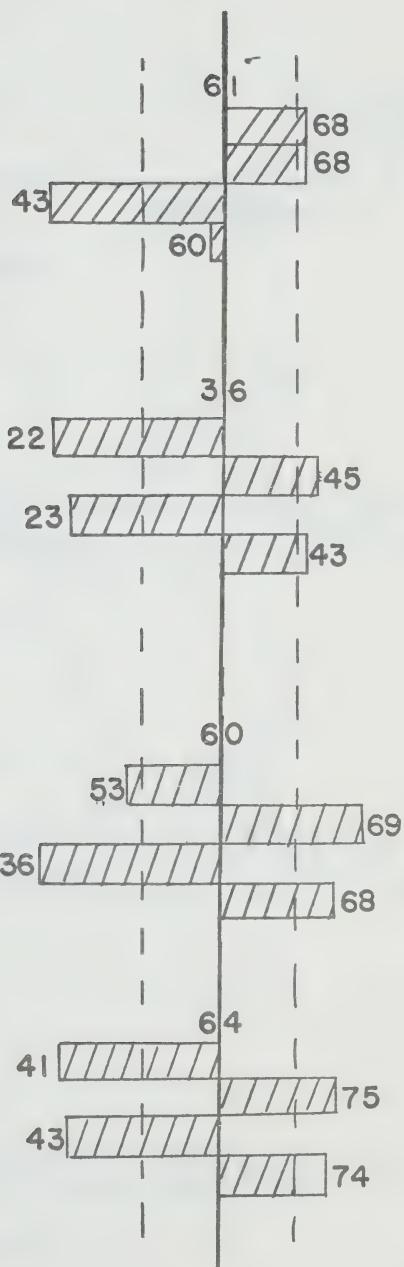
(Less than one full-time)

23. Are there special occasions when management engages outside help in labour relations problems?

(Yes)

28. What is the company practice on seniority for layoffs?

(Seniority and ability)



30. What is the company practice on setting safety rules?

(Management Only)

32. What is your company practice on setting levels of productivity (rates of output, standards, etc.)

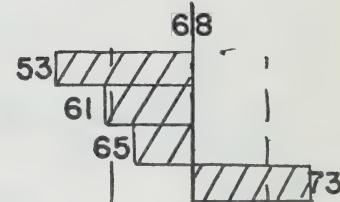
(Management Only)

34. What is your company practice on technological changes which reduce the number of workers on the job?

(Management Only)

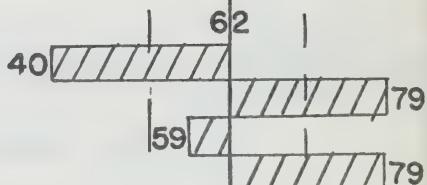
36. What is your company practice on discharge for inefficiency?

(Management Only)



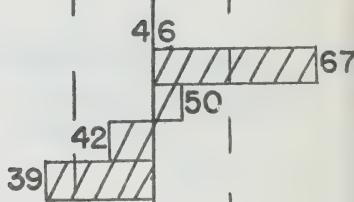
44. Were these discussions limited to information-sharing and exchange of ideas or did they result in agreements?

(Information Only)



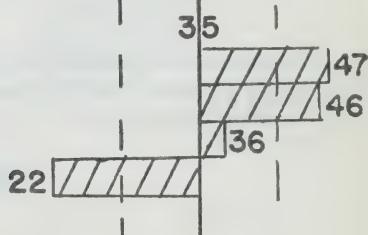
53. How do you feel about using the union as the main channel of communication with the workers on company policies?

(Favour)



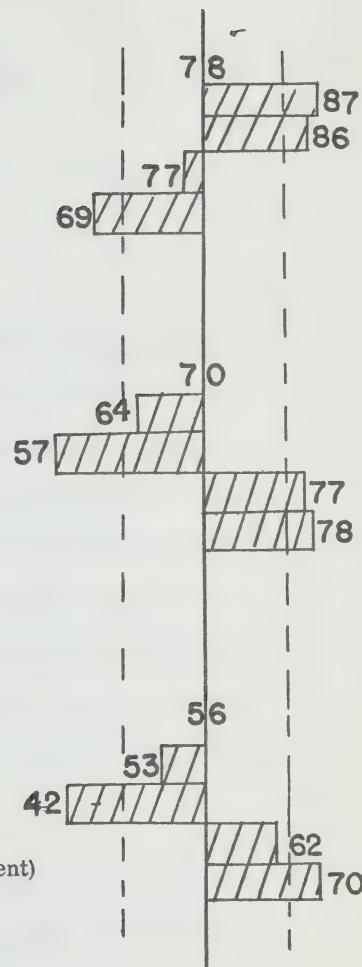
50. In general, how do you personally feel about your company's relations with the union?

(Very Satisfied)



51. Is the union generally reasonable or not in its claims?

(Very Reasonable)



52. Does the union interfere seriously with how the company is managed, or does the management have a reasonably free hand in running the plant?

(Union Interferes)

55. In the course of the last negotiations were you suspicious of the union's intentions?

(Suspicious of Union's intent)



## APPENDIX E

### POINT DE VUE DU PATRONAT SUR LES RELATIONS PATRONALES-SYNDICALES AU NIVEAU LOCAL

#### RESUME

Nous vivons dans une époque d'agitation et de mécontentement entre les hommes et les institutions. On a pu le constater sur une grande échelle, par exemple, dans la guerre de Corée et celle du Vietnam et, à un degré moindre, dans le refus d'obéissance à la loi et les démonstrations de masse dans les universités. Ces phénomènes se sont également manifestés sous une forme significative, bien que plus discrète, dans les relations entre le patronat et les syndicats. L'étude résumée plus bas traite des relations patronales-syndicales au niveau local. Elle se concentre en particulier sur la façon dont le patronat envisage ces relations ainsi que les variables qui s'y rattachent.

Il est intéressant de noter que, malgré le coût, sur le plan financier et social, du manque de coordination et du désaccord entre les syndicats et les patrons au cours des années passées, très peu d'études ont été faites sur les relations patronales-syndicales. L'on n'a pas fait grand chose, notamment, pour mieux comprendre quels sont les facteurs, dans les relations patronales-syndicales, qui favorisent la collaboration, par opposition à ceux qui engendrent les conflits.

Les auteurs, MM. Alexander Mikalachki, George R. Forsyth et John J. Wettlaufer, sont tous membres du corps enseignant du Business School de l'Université Western Ontario.

Leur étude s'attache principalement à déterminer les facteurs qui, aux yeux du patron, sont liés aux conflits d'une part et à la collaboration de l'autre entre l'entreprise et le syndicat. Elle cherche à trouver un moyen d'atténuer les conflits et d'accroître la collaboration. Il s'agit d'une étude corrélative qui traite des facteurs afférents à ces deux sujets.

Le projet a été réalisé en deux étapes. Après une entrevue structurée avec 79 représentants du patronat et des syndicats, on a établi un questionnaire que l'on a envoyé à 1,200 sociétés. Puis on a étudié les données obtenues à partir des réponses aux questions posées, que retournèrent 740 sociétés.

On a utilisé les données du questionnaire pour vérifier huit hypothèses concernant les relations patronales-syndicales. Elles se définissent comme suit:

1<sup>re</sup> hypothèse Plus la société est grande, plus il existe de possibilité de conflits entre le patron et le syndicat.

2<sup>e</sup> hypothèse Plus le nombre de syndicats dans une même société est limité, plus il y a de chances que les relations s'établissent sur le plan de la collaboration.

3<sup>e</sup> hypothèse Plus les relations patronales-syndicales sont développées, plus il y a de probabilités qu'elles soient amicales.

4<sup>e</sup> hypothèse Plus un organisme est libre de tout contrôle extérieur, plus la collaboration est étroite entre le patronat et le syndicat.

5<sup>e</sup> hypothèse Le développement rapide d'un organisme risque d'entraîner un conflit dans les relations patronales-syndicales.

6<sup>e</sup> hypothèse Plus les salaires représentent un pourcentage élevé du coût de production, plus il y a possibilité de conflits entre le patron et le syndicat.

7<sup>e</sup> hypothèse Plus l'attitude du patron envers le syndicat est favorable, plus il y a de chances qu'il y ait collaboration.

8<sup>e</sup> hypothèse Plus la consultation entre les représentants du syndicat et ceux du patronat est fréquente, plus il y a de chances que le climat en soit un de collaboration.

On a analysé les données afin de déterminer quels facteurs se rattachent aux deux échelles, évaluant la collaboration et les conflits d'une part et les échanges et l'absence de ceux-ci de l'autre.

Les résultats de l'étude indiquent que les hypothèses présentent des corrélations positives et négatives, lorsqu'elles ne sont pas négligeables. Les voici:

1<sup>re</sup> hypothèse Rapport négligeable.

2<sup>e</sup> hypothèse Rapport négligeable.

3<sup>e</sup> hypothèse Là où les rapports entre le patron et le syndicat sont relativement récents, il semble y avoir moins de conflits.

4<sup>e</sup> hypothèse Les sociétés qui sont libres de tout contrôle extérieur entretiennent des relations de collaboration.

5<sup>e</sup> hypothèse L'accroissement des effectifs donne lieu à la collaboration et non aux conflits. Une situation stagnante est reliée à des conflits.

6<sup>e</sup> hypothèse Rapport négligeable.

7<sup>e</sup> hypothèse Il existe un rapport évident entre une attitude patronale favorable envers le syndicat et des relations de collaboration.

8<sup>e</sup> hypothèse Rapport négligeable.

Le classement recoupé des éléments relatifs à la consultation et à la collaboration a permis d'établir quatre types de relations patronales-syndicales. Les rapports de collaboration (action conjointe et conciliation) et de conflits (compromis et opposition) sont étudiés en détail.

On élabore un programme en deux étapes pour examiner les rapports basés sur une action conjointe, le compromis et l'opposition. Il expose des méthodes permettant au syndicat et au patronat de développer des rapports basés davantage sur une action conjointe.

Pour conclure, l'étude émet des suggestions relatives à d'autres recherches dans le domaine des relations du travail.

N O T E S









**TASK FORCE ON LABOUR RELATIONS**  
Management's Views of Union-Management Relations at the Local Level  
A. Mikalachki, G. Forsyth and J. J. Wetlaufer